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FINAL PROGRAMME REPORT

SOCIAL CAPACITY SUPPORT FOR TOURISM BENEFICIARY COMMUNITIES IN SIERRA LEONE.

**THE SIERRA LEONE ECONOMIC DIVERSIFICATION
PROJECT (SLEDP)**

MINISTRY OF TOURISM AND CULTURAL AFFAIRS.

PREPARED BY.


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& DEVEMERGE**

PROJECT INFORMATION

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DISCLAIMER.

This report is intended for use by the key stakeholders, the Ministry of Finance, the Ministry of Tourism and Cultural Affairs, the Government of the Republic of Sierra Leone, the World Bank, and any parties they may expressly authorize. The circulation and use of the contents of this report is therefore limited, and any analysis and interpretation of the contents must be made within the context of the Terms of Reference (ToR).

ACKNOWLEDGEMENTS.

The Social Capacity Building Training Manual has been developed by the Government of Sierra Leone with support from the World Bank, to guide trainings of selected community members living within and adjacent to the six selected sites under the Social Capacity Development programme for Tourism. The report supports part of the recommendations of the National Tourism Capacity Building Action Plan, 2020, particularly recommendations aimed at building the social economic capacity of communities surrounding the selected tourism sites for development.

Various stakeholders have contributed in various forms to this investment plan, either financially or with technical input. We express our gratitude to all stakeholders that have contributed to the development of this manual. An immense level of support was received from various ministries, departments and agencies including MoTCA and NTB; local council authorities and community representatives from all five sites; the staff at the Sierra Leone Economic Diversification Support Project (SLEDP) including; Mary Jalloh (Project Manager), Brian T Mullis (Tourism Adviser), William Dauda (Social Safeguards specialist), Sabiatu Bakarr (Environmental Safeguards specialist), Saio Maliha (Enterprise Development specialist and Ngozi (Communications Specialist).

While all views could not be taken on board, this report has ensured that the majority of proposals made by different players have been integrated. The project acknowledges the support of the World Bank through the Sierra Leone Economic Diversification Support Project (SLEDP) for supporting the development of this Manual and the team from Steadman Global Consulting Limited led by Diana Nabukenya Katto (Project Manager and Capacity Building specialist), Aleece V Cooper (Tourism and Hospitality Training Specialist), Mr. Nabieu Musa Bangura (Facilitator, Bonthe Island), Mr Charles Keiff Kobai (Facilitator, Bureh Beach Community), Miss Fatmatta Bintu Kanneh (Facilitator, Bathurst Community), Mr. George Mustafa (Facilitator, River Number 2 Beach community); who facilitated the completion of the Social Capacity Building programme Across all sites.

We thank you for your Support towards the development of the Tourism Sector in Sierra Leone.

.....

(Signed)

ACRONYMS AND ABBREVIATIONS.

BD	Business Development
BDP	Business Development Programme
BDS	Business Development Services
CBO	Community Based Organization
CBT	Community Based Tourism
CBT	Community Based Tourism
COVID-19	Corona Virus Disease
CSO	Community Service Organization
HIV/AIDs	Human Immune Deficiency Syndrome
KMAs	Key Market Actors
MC	Master of Ceremony
MoTCA	Ministry of Tourism Culture and Antiquities
MSMEs	Micro Small and Medium Enterprises
NDA	No. 2 River development Association
NGO	Non-Government Organization
PIA	Project Impact Area
RN2	River Number 2 Beach
SACCO	Savings and Credit Cooperative Organisation
SCB	Social Capacity Building
SLEDP	Sierra Leone Economic Diversification Support Project
SLTB	Sierra Leone Tourism Board
SMART	Specific Measurable Attainable Realistic Time Bound
SMEDA	Small and Medium Development Association
STDs	Sexually Transmitted Diseases
ToR	Terms of Reference
WB	World Bank

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1 BACKGROUND.

This report presents the consolidated findings of activities and actions taken during the social capacity development program of the World Banks Sierra Leone Economic Diversification Project. The main objective of the project is; to support an increase in growth and investment of small and medium enterprises in non-mining productive sectors through the development and implementation of innovative development strategies across five key components.

In 2021, the SLEDP embarked on a project to upgrade six tourism sites with strategic public investments (infrastructure and amenities), following the integrated destination development approach. The goal of the investments is; to promote sustainable tourism development with a focus on the natural environment and ecotourism activities; ii) to enhance visitor experiences and attractiveness of the selected destinations; iii) improve the quality of the tourist product; iv) increase investment attractiveness of the destinations, iv) generate new employment opportunities and v) increase revenue for tourism businesses and local communities living at and around the sites.

In fulfilment of the above, the SLEDP commissioned the social capacity development training program to strengthen the capacity of individual tourism enterprise owners across five sites. The program was targeted at preparing tourism business owners to harness new and existing opportunities for income generation surrounding each tourist site investment, and strengthening the social capacity of local communities to develop, implement and sustain their own solutions to existing and potential physical, social, economic, and cultural environments; strengthen the community's ability to manage and maintain existing and new community-based tourism infrastructure and technology; support the growth and development of community based enterprises, especially tourism related enterprises, strengthen the existing community capacity to prevent and respond to environmental and social safety needs e.g. gender-based violence, sexual harassment and other social safety issues that may arise due to increased tourism activity.

Thus, the training under the social capacity building program was undertaken to strengthen the capacity, resilience adaptation and coping capacity of the community to absorb economic shocks, create new community-based tourism employment opportunities, encourage revenue maximization of the selected tourism sites and ultimately contribute towards business growth and development.

1.1 Objectives of the Project.

The training package was designed with a set of five training modules and 12 sessions. Each session was designed to empower and strengthen the capacity of the selected beneficiaries. The main objectives of the manual are;

- i) To build knowledge and raise awareness of selected beneficiary communities in tourism and community-based tourism practices and standards.
- ii) To build and strengthen the social capacity and governance Structures of selected tourism beneficiary communities surrounding the targeted sites.
- iii) To build knowledge, awareness and capacity of selected beneficiary communities in various sustainable community-based tourism practices and standards.
- iv) To empower selected small tourism business owners in relevant knowledge and practical hands-on skills to grow their tourism related businesses.
- v) To build the capacity of selected communities, community-based tourism businesses and other related small businesses to market their destinations at the local and international level.
- vi) To empower, build and strengthen the capacity of selected small tourism business owners in relevant knowledge and practical hands-on enterprise development skills to start and manage their businesses.
- vii) To empower, build and strengthen the capacity of selected small tourism business owners in relevant knowledge and practical hands-on business management skills to grow their businesses.
- viii) To empower, build and strengthen the capacity of selected small tourism business owners in relevant knowledge and practical hands-on professional skills to grow their businesses.
- ix) To empower, build and strengthen the capacity of selected small tourism business owners in relevant essential hard and soft skills in Tourism and Hospitality.

1.2 Training Modules and Plan.

The training sessions comprised of five modules and ten substantial sessions covering issues in tourism, social capacity development, business and enterprise development; the business of tourism and essential skills for Tourism and hospitality businesses. The training was conducted for a period of 135 hours per site, for 27 Days spread over 9 weeks. The Trainings were also delivered simultaneously across all selected sites as further illustrated below.

Figure 1: Training Modules and Sessions.

Module	Session	Details	No. of Days	Timelines.
Module 1: Introduction to Tourism and Social Capacity Development	Session 1: Introduction to Tourism.	<ul style="list-style-type: none"> ▪ Introduction to tourism. ▪ Tourist Motivation - Why Do Tourists Come? ▪ Types of Tourism. ▪ Sierra Leone as Tourist Destination. ▪ Community based tourism. 	<ul style="list-style-type: none"> ▪ 3 days 	<ul style="list-style-type: none"> ▪ 15 Hours
	Session 2: Building Community Social capacity and Governance Structures:	<ul style="list-style-type: none"> ▪ Understanding Community Development Dynamics and Social Capacity. ▪ Role of the Community in Community Based Tourism development. ▪ Forming Community Tourism Governance Structures. ▪ Setting a Vision, mission, and development objectives for tourism development. ▪ Community Action Planning and setting Performance Indicators. ▪ Collaboration, Partnerships and networking for Community Tourism Development. ▪ Forming Cooperatives for Tourism Development. 	<ul style="list-style-type: none"> ▪ 3 days 	<ul style="list-style-type: none"> ▪ 15 hours
Module 2: Sustainable Community Tourism Development and Management.	Session 3: Sustainable Community Tourism.	<ul style="list-style-type: none"> ▪ Sustainable Tourism. ▪ Effective Business Management in tourism? ▪ Socio-Economic Sustainability in tourism? ▪ Natural Heritage Sustainability in Tourism? ▪ Social-Cultural Sustainability, Gender Sensitivity and Responsiveness in CBT. ▪ Environmental Sustainability in tourism? ▪ Tourism infrastructure Assets and site development plans for your community? ▪ Developing a Community Based Tourism Code of Conduct. 	<ul style="list-style-type: none"> ▪ 3 days 	<ul style="list-style-type: none"> ▪ 15 hours
Module 3: The Business of Tourism.	Session 5: The business of Tourism	<ul style="list-style-type: none"> ▪ Industries or types of businesses involved in Tourism. ▪ Developing a Tourism Product – From Nothing to something. 	<ul style="list-style-type: none"> ▪ 3 Days 	<ul style="list-style-type: none"> ▪ 15 hours

Module	Session	Details	No. of Days	Timelines.
		<ul style="list-style-type: none"> ▪ Community Based Tourism Products and Experiences. ▪ Branding your tourism product or business and Benefits of Brand Building: 		
	Session 6: Destination Marketing.	<ul style="list-style-type: none"> ▪ What is Destination Marketing ▪ Developing your Destination Marketing Plan and Marketing Campaign. 	▪ 3 days	▪ 15 hours
Module 4: Essential Hard Skills for your Tourism Business.	Session 7: Entrepreneurship Skills.	<ul style="list-style-type: none"> ▪ Who is an entrepreneur? ▪ The Roles of Entrepreneurs in The Society. ▪ Different types of entrepreneurs ▪ What is Entrepreneurship in Tourism? ▪ Identifying Tourism business opportunities in your community ▪ Starting your Tourism Business. ▪ Planning for your business. ▪ Growing your Tourism Business. 	▪ 3 days	▪ 15 hours
	Session 8: Business Management Skills for your Business.	<ul style="list-style-type: none"> ▪ Basic Financial Management skills for small businesses. ▪ Managing Logistics and supply chains for your tourism business. ▪ People Management and Motivation. ▪ Quality Control and Standards. 	▪ 3 days	▪ 15 hours
	Session 9: Professional Skills for your Business.	<ul style="list-style-type: none"> ▪ Business Communications Skills. ▪ Social media Skills. ▪ Digital Literacy. ▪ Negotiating. ▪ Team Working: Integrity and Transparency. 	▪ 3 days	▪ 15 hours
Module 5: Essential Soft Skills for Tourism and Hospitality Businesses Owners	Session 10: Essential Soft Skills for Tourism and Hospitality.	<ul style="list-style-type: none"> ▪ Essential Hospitality Skills in Tourism. ▪ Customer Service Skills. ▪ Creative Problem-solving skills for Tourism Business owners and operators. ▪ Personal hygiene. 	▪ 3 days	▪ 15 hours
Total			27 Days	135 hours

1.3 Methodology.

The assignment was undertaken in a phased manner consisting of three key stages. These included; scoping, planning, implementation and reporting along each stage of execution. The following key steps were undertaken to ensure transparency, relevance, quality, effectiveness, sustainability and completeness.

1.4 Mapping of existing Tourism Products and Attractions along each specific site.

In accordance with Sierra Leones Tourism value chain, the assessment mapped out a set of tourism products offered by the selected sites. The mapping exercise constituted a range of products and services related to natural white sand beaches, environmental tourism and wildlife and a rich culture and history dating as far back as the 1950's slave trade era. Each site was assessed with the potential to position itself as a high-value destination that offers exceptional tourism products ranging from; wildlife, adventure and cultural tourism experiences which match or exceed those of its neighbors. Other potential product segments explored ranged from adventure tourism experiences that the communities and sites can offer, e.g., camping, variety of water sports, hiking, birdwatching and community-based cultural tourism.

1.4.1 Selection of Participants and Community Beneficiaries.

1.4.1.1 Selection of Local Leadership Committees.

The first step in ensuring transparency and equity of the selection process was to establish a well-represented leadership committee at each site. At least 14 local council or administration or committee members were selected from each community and invited to participate in the identification, selection of the beneficiaries of the social capacity development programs. The local council members and headmen were confirmed with evidence of employment/appointment with the local council administration office. The officials were also selected in lieu of their direct role and responsibility in the implementation of social development and sustainability projects along each selected community. The selected members signed participation agreements as a sign of commitment to the program with the Ward Administration office, SLEDP representative, WB Representative MTCA and SLTB and the consultant as the witness.

The committees were established and adequately constituted with some representatives, each was set up and chaired by the local council administration office in attendance of the consultant, MTCA rep, SLEDP at the Ward administration level to ensure equity and transparency. The committees were also offered first priority to participate in the program as a key step in ensuring full programme buy-in, support and sustainability of the. The committees were constituted with some of the following representatives.

Figure 2: Structure and Composition of Key Project Committee members.

Dimensions	Structure and Composition
Community Governance Structure.	<ul style="list-style-type: none"> ▪ Categories of groups within the community providing and supporting various initiatives: ▪ The councilor or head of that province, who are the political head, ▪ Head man or head woman (1), ▪ religious leaders (Muslim and Christian), ▪ "Mummy queen" (Head of the gender committees for women, minorities and children), ▪ Youth leader (youth leader)/society leaders,

1.4.1.2 Participant/Beneficiary Selection Criteria.

The training program targeted new and existing enterprises, business owners and managers of tourism-related enterprises across the five sites and surrounding communities. The consultant developed a selection criterion for potential and existing enterprises or entities and business owner-managers in the targeted economic sectors. The criteria include;

- Beneficiaries must be bon-a-fide members of communities along selected sites.
- Must fall within the age bracket of 18 – 40 years. Evidence may be sought through relevant documents such as National Identity Card and other relevant documents or testimonies of peers, community elders and opinion leaders within the communities where the persons ordinarily reside.

- Individual beneficiaries must be located in either one of the five selected sites, and at least within the agreed project impact area.
- Must be a member of at least one tourism group or association with potential for income generation.
- Households and tourism related enterprises directly providing services to the selected sites.
- Community members involved in activities linked to the use of each selected tourism site and supporting activities e.g., Transportations services, food and beverages, tour guides, petty trade etc.
- Community members actively involved in selected income-generating activities other than tourism e.g., agribusiness, with linkages to the existing tourism product value chains
- Communities which are “receptive” and with experience of working along the selected site areas.
- Village inhabitants which have set up initiatives in joining together to form groups such as savings, women’s or youth associations to support tourism development or provide tourism services within the Project impact area e.g., cultural dance groups among others.
- Vulnerable women and youth involved in tourism related activities along the project impact area, among others.
- Priority was given to enterprises in tourism value addition so as to enable the beneficiaries set up small scale businesses and therefore have a high multiplier effect on job creation.

Key to the categories of businesses under consideration included both unique and potential tourism service providers as mapped for each site as further illustrated in the table below;

Figure 3: Existing and Potential Tourism products by site area

Site Name	Unique Products	Potential Products	Other Related Products and Services.
Tacugama	<ul style="list-style-type: none"> ▪ Environment and wildlife tourism. i.e., Chimpanzee sanctuary 	<ul style="list-style-type: none"> ▪ Cultural Tourism and performing arts ▪ Resort and Children’s Park ▪ Hiking and Bird Watching experiences. ▪ Linkages to other tourism sites within surrounding communities. ▪ Galleries, cultural Centers, parks and reserves 	<ul style="list-style-type: none"> ▪ Local Tour Guiding ▪ Food and beverages Sales. ▪ Guest housing ▪ Transport and communication service providers ▪ Art and Crafts Sales ▪ Sale of other tourism related products ▪ Petty Trade
Leicester Peak	<ul style="list-style-type: none"> ▪ Panoramic viewpoint of Freetown 	<ul style="list-style-type: none"> ▪ Cultural Tourism and performing arts ▪ Linkages to other tourism sites within surrounding communities e.g., the waterfall in the boundaries of charlotte and Leicester peak, the landslide site, and other historical sites within the area. ▪ Tourist Gallery 	<ul style="list-style-type: none"> ▪ Local Tour guiding ▪ Food and beverages sales ▪ Transport and communication service providers ▪ Sale of other tourism related products Art and Crafts ▪ Petty Trade ▪ Agribusiness management.
River Number 2 Beach	<ul style="list-style-type: none"> ▪ White sand beaches. 	<ul style="list-style-type: none"> ▪ Water sports e.g., surfing and fly fishing, fly boarding, canoeing, boat riding, scuba diving etc. ▪ Sea food tasting 	<ul style="list-style-type: none"> ▪ Guest housing and accommodation ▪ Local Tour Guiding ▪ Food and beverages production. ▪ Transport and communication service providers ▪ Art and Crafts Sales ▪ Sale of tourism related products Art and Crafts ▪ Petty Trade ▪ Agribusiness Management
Bureh Beach	<ul style="list-style-type: none"> ▪ White Sand Beaches 	<ul style="list-style-type: none"> ▪ Water sports e.g., surfing and fly fishing, fly boarding, canoeing, boat riding, scuba diving etc. ▪ Sea food tasting 	<ul style="list-style-type: none"> ▪ Guest housing and accommodation ▪ Local Tour Guiding ▪ Food and beverages sale.

Site Name	Unique Products	Potential Products	Other Related Products and Services.
			<ul style="list-style-type: none"> ▪ Transport and communication service providers ▪ Sale of tourism related products Art and Crafts ▪ Petty Trade ▪ Agribusiness Management
Bonthe Island	<ul style="list-style-type: none"> ▪ White Sand Beaches ▪ Environmental tourism and wildlife ▪ Historic and cultural tourism. 	<ul style="list-style-type: none"> ▪ Water sports e.g., surfing and fly fishing, fly boarding, canoeing, boat riding, scuba diving etc. ▪ Community cultural tourism, ▪ Hiking, camping, ▪ Unique Sea food tasting e.g., oysters and curbs ▪ Museums, galleries, cultural Centers, parks and reserves 	<ul style="list-style-type: none"> ▪ Guest housing and accommodation ▪ Local Tour Guiding ▪ Food and beverages sales. ▪ Transport, Road and Water ▪ Communication service providers ▪ Sale of other tourism related products, Art and Crafts. ▪ Petty Trade ▪ Agribusiness Management

Figure 4: Community Groups/Members Considered.

Individuals Community Members	<ul style="list-style-type: none"> ▪ Households, women, Youth ▪ Business or enterprise owners (20 per site are including those targeted in the study) ▪ Youth (Male and Female) (20 per site area 10 male, 10 female) ▪ Women (20 per site community), Men (20 per site community) ▪ Community leaders (meet all the committees), ▪ Sex Workers.
Community groups, organizations, Associations and Cooperatives	<ul style="list-style-type: none"> ▪ Youth Groups and Community Initiative Volunteers and Staff ▪ Business sector (e.g., business leaders, Tourism Associations e.g., Tour Guide Associations, Association of Hotel owners etc. ▪ Non-profit sector (e.g., hospitals, foundations) ▪ Neighborhood organizations (e.g., resident leaders, committees and associations) ▪ Professional groups (e.g., health, education, housing, law) ▪ Cultural groups (e.g., faith-based organizations, immigrant/refugee centers) ▪ CBOs (2) CSOs and NGOs. Cooperative Unions ▪ Tourism Business owner's /enterprise owners, Tourism organizations ▪ Social Security organizations e.g., Sierra Leone Police, Teachers, Medical personnel, ▪ Income generating's groups, SACCO's, members of cooperatives. ▪ Associations (e.g., trade, smallholder farmers, agribusiness owners etc.) ▪ Association of women, youth, guides, travel operators, car hire and lodges among others.

1.4.1.3 Awareness Raising and Profiling of Selected Business Owners and Managers.

A series of awareness raising events were held with the local council administration and community members across all five sites before the profiling exercise. A set of perceptions were gathered from each community applicant using a standardized profiling tool. The tool captured information on the nature of business, roles of individual applicants and business owners, business development and entrepreneurship skills need and awareness of some key concepts of community-based tourism as a business.

The profiling exercise further detailed the community training needs through on-site interviews with individual enterprises and their owner-managers (the entrepreneurs), with support from the site facilitators and in close collaboration with the SLEDP Project Office. With support from the local council administration committee, the final list of participants was selected based on results from the synthesis of information provided in the profiling and diagnostic tool; and in accordance with the selection criteria above.

1.4.1.4 Categories of Participants and Selected Beneficiaries.

Overall, a total of 360 participants were selected across all sites. Table 3 below shows that out of the 360 participants selected across all sites, most participants were involved or categorized in the provision of Food/beverage services (67.9%). It was also evident that most participants were involved in more than one business category or service line.

Figure 5: Business categories in the South East

Business category Across all Sites.	Number	Percent (%), n=360
Provider of Restaurant and producers of Agro-based food and beverage products for tourism enterprises (food/beverage services)	90	24.86%
Provider of Accommodation Services	82	22.65%
Tour Operator/Employee at a tourism attraction & guiding service (natural, cultural, Music dance & drama groups adventure e.g., surfing & others)	61	16.85%
Craft maker & sellers	48	13.26%
Provider of transportation services for tourists e.g., Keke riders	36	9.94%
Local Council Administration Members	30	8.29%
Providers of tourism training and others e.g., Community Nurses	15	4.14%
	362	100%

Based on the analysis of the profiled information, Bonthe had the highest number of participants with up to 52 members while others had up to 40 active participants. Across all sites, Bonthe had the highest representation and female participation at (32%), followed by River Number 2 (23%) and Leicester (19%).

Figure 6: Member Participation During Week 1 of the SCB Training Programme – Bureh Beach Community.

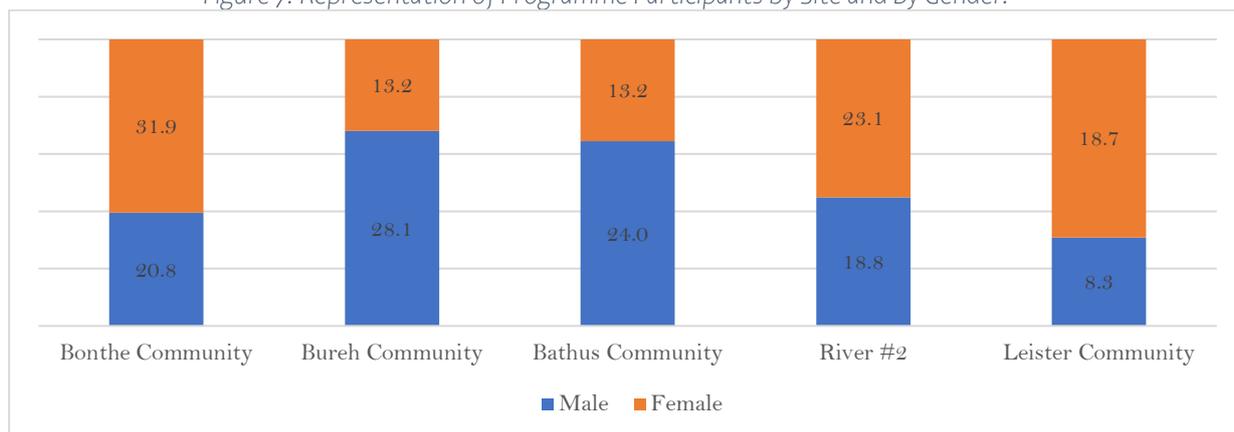




1.4.1.5 Ensuring Gender Inclusiveness.

More emphasis to involve more women and youth in the training program was made. Some sites such as Bureh had a higher representation of female participants, 72%, Bathurst (76%), Bonthe 79% and River #2 81%. The figures below further illustrate the number of participants by site and categories of businesses selected.

Figure 7: Representation of Programme Participants by Site and By Gender.



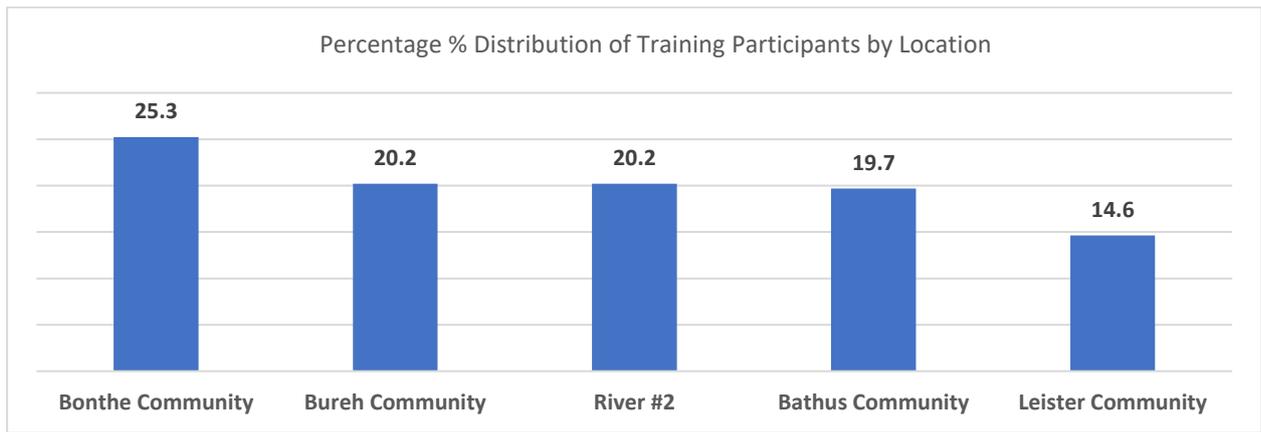


Figure 8: Distribution of Training Participants by Gender.

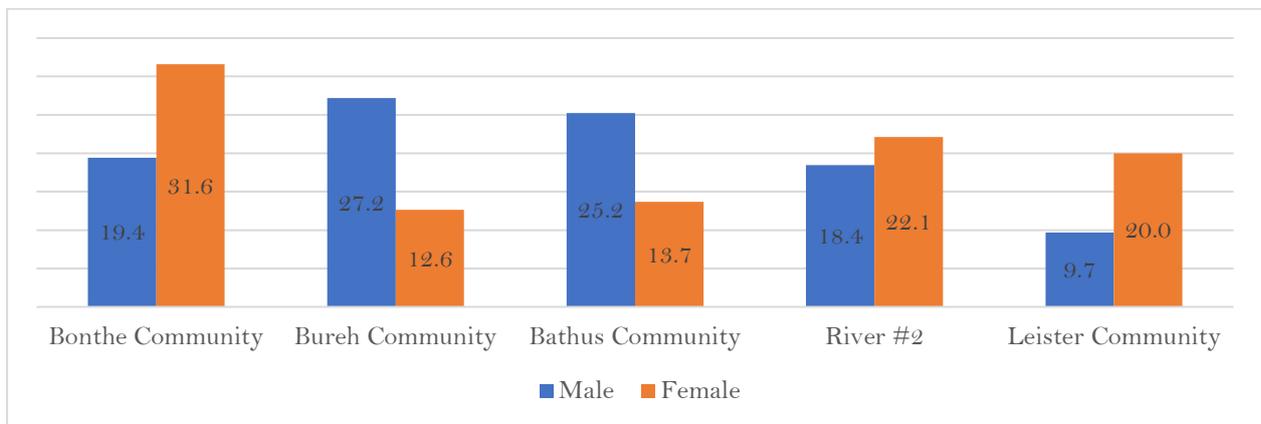


Figure 9: Analysis of Participants training by Community, Sex and Categories

Tourist Communities	Site	Community Leaders		Administrators / Enterprise Owners		Community Members		
		Male	Female	Male	Female	Male	Female	Total
Bonthe		0	1	20	29	20	30	50
Bureh		1	0	27	12	28	12	40
Bathurst		3	0	23	12	26	13	39
River #2		1	0	18	21	19	21	40
Leister		2	0	8	17	10	19	29
Total		7	1	96	91	103	95	198

1.4.2 Training Delivery Methods.

The training methodology was mainly interactive in nature. Participants to the workshop were guided by the facilitators through participatory, illustrative and interactive processes of learning. The facilitators ensured to engage all participants in interactive discussions, group work sessions, practical sessions, role plays and an open feedback session. These discussions and interactive sessions were supported through training material such as pre and post-tests, power point presentations and noted handouts. The delivery approaches for the training focused on the following:

- i) Presentations. Presentations were the main mode of training delivery. The facilitators presented using an LCD projector where available to deliver the modules designed. The slides were few and mainly contained brief outlines of key points and written in simple English and Creole language to ensure that participants understood the contents of the module. The facilitators explained the content and also engaged participants to give input including examples and lessons of experiences and best practices tailored to that specific training module.

Figure 10: A facilitator undertaking a Session at River Number 2 Beach during Week 1.



- ii) Sharing of experiences. Participants were given an opportunity to share experiences from their tourism business, based on the topic being covered. Additionally, the trainers incorporated their own personal and professional experiences, especially when supplementing on the discussion to suit the local audience or participants among others.
- iii) Role Playing. A number of pre-designed role-playing sessions were designed and used as one of the key learning methods throughout the training program. The role-playing sessions were considered fun, interactive and effective in terms of delivery of the training objective by all participants, thus ensuring effectiveness of the learning sessions. The picture below further illustrates participants during a role-playing session.

Figure 11: Role Playing at Bathurst, Bonthe and RN2 Participants during the training.



- iv) Group-work, discussions and exercises. In order to encourage deeper discussion and shared consensus building on certain aspects of the training, the participants were requested to work in groups, discuss and come up with group positions. There were 5 members in each group - each nominated a member of their group to present a summary of their key findings to the whole group in order to share and spread ideas further. For example, in session 5, participants formed five groups each given a unique tourism business. The groups were then asked what each would do to ensure that the tourism business is a success.

Figure 12: Demonstration of group-based Discussions and group tasks Undertaken at Bureh Beach.



- v) Brainstorming. Facilitators also engaged the participants in brainstorming sessions by asking probing questions to see how fully participants had understood and internalized the issues under discussion. The system was used to determine participants' understanding of the subject. The facilitators thoroughly explained aspects that had not been well understood by the participants. Question and answer sessions were also combined with brainstorming in order to encourage and maintain participants' alertness during the training.



- vi) Video clips and Digital photographs. Video clips were also used in some of the session to share other people's success stories in the tourism sector. These were short videos of not more than 5 minutes duration to reinforce specific points or issues. For example, in River Number 2, the facilitator showed a video clip on the cultural music and dance festivals from other counties such as Uganda and Kenya, as a demonstration of how this was a key tourism attraction or potential product for the site. Other facilitators also displayed digital photos of their tourism services and products and brief history e.g., branding and marketing tools in tourism.
- vii) Business Networking and Partnerships. Networking events (NE) were used as a platform to enable participants to exchange ideas, opportunities and concerns by learning from each other ('peer-group mentoring'). The networking events were also used to spread relevant information and ideas with invited speakers, and Key Market Actors (KMAs) – based on their real-life experience and initiating new business linkages at the same time.

Figure 13: Demonstration of the Networking (Speed Dating) session during the training.



The KMAs were mainly in 3 categories; i.e., tours and travel, hotels and accommodation, tertiary tourism education, Sustainable tourism development KMAs and representatives from Government tourism institutions. The consultant further supported the KMAs in the provision of business networking events to encourage peer group mentoring, as a platform for developing new community-based tourism business opportunities through various sustainable tourism-based skills, techniques, business development, business linkages, accessing new markets and sharing new and innovative ideas for business development. The facilitators acted as the Master of Ceremonies (MC) to set the scene. The facilitators, introduced the speaker and the topic, or theme of the event. The sessions were kept short to give others a chance to comment and also ask questions and generally encourage interaction.

The networking events were also opened up to include key note speakers or key market actors to contribute to the learning objectives of the program through practical ideation/innovation, possible new products and business linkages. They included key private sector entrepreneurs from businesses around Freetown to mention, country lodge, local government officials, representatives of government agencies such as MOTCA and SLTB, and tertiary institutions in tourism such as Milton Magahi College – School of Tourism Development, press and media companies were invited to the networking events. At the end of the session, the facilitator summarized the session and informed participants the date for when the next event would take place.

Figure 14: Illustration of Key Market Actors Supporting Various Sites During the Training.



Participants rated the relevance of the networking sessions. Among these, initiation of new business linkages and relationships with each other. Some sites ranked the KMA guest speakers in tourism was ranked best experience; followed by the ability to exchange ideas, opportunities and concerns by learning from each other and sharing of new ideas of their businesses.

Figure 15: Ranking of the Benefits of the Networking events.:

Benefits of the networking events	Bonthe Island	Bureh beach	Leicester Peak	River Number 2
▪ Sharing of experiences with guest speakers	5th (3.15)	3rd (3.18)	4th (3.36)	3rd (2.93)
▪ Exchanging ideas, opportunities and concerns by learning from each other	2nd (2.83)	1st (2.27)	1st (2.60)	5th (3.64)
▪ Interaction with other participants and guest speakers	4th (3.10)	4th (3.19)	3rd (3.04)	4th (3.08)
▪ Initiating new business linkages and relationships	1st (2.67)	2nd (2.57)	2nd (2.96)	2nd (2.50)
▪ New ideas for your business	3rd (3.03)	5th (3.20)	5th (3.76)	1st (2.25)

viii) Beneficiary Outreach Support

In order to achieve quality results of the training Programme, the consultant and co-facilitators provided outreach advisory support to some participants business during and after the training programme. This was mainly conducted at the premises of the businesses through physical or in-person meetings, over the phone instructions, WhatsApp group consultations and emails.

The outreach support focused on the provision of demand led BDS support in 8 training modules delivered to the participants especially in areas related to the business of tourism as requested or identified by the owner-managers and senior management, with support from the facilitators in areas such as product development, financial management, branding and marketing support, among others. Much as the services rendered hands-on support to some beneficiaries, outreach services especially after the training were limited and unsustainable due to lack of facilitator funding and project commitment for the sustainability of the service.

Figure 16: Trainees/Beneficiaries attending a site level outreach support function at Leicester Peak.



ix) **Community Walks and Site Exposure Visits.**

Exposure walks and site visits were made at some sites during the training. Participants at Sites such as Bathurst community, Bureh and River No. 2 took walks around their community. Participants were exposed to both existing and potential tourism attractions, environment and social safeguards issues, risks, opportunities and mitigation factors within their respective communities as illustrated in the figure below;

Figure 17: Demonstration of a Community walk and exposure Visit in Bathurst community.



1.4.3 Programme Closure.

The training which was held for a period of six weeks ended on the 5th of December 2022. The Closing ceremony was officiated by the Honourable Minister of Tourism & Cultural Affairs at Leicester Peak, the Deputy Ministry of tourism in Bonthe Island, the Deputy Director of Tourism at River No. 2 and the lead facilitators at Bureh Beach and Bathurst

Communities. Each participant and facilitator were awarded a certificate of attendance signed off by the Minister of Tourism & Cultural Affairs and the SLEDP project. Involvement of political leaders at the start and end of the programme increased media interest in the SCB and ultimately, increased programme visibility at the National level.

Figure 18: The Minister of Tourism Officiating the End of Programme Ceremony at Leicester Peak and RN2.



Figure 19: The Deputy Minister of Tourism Officiating the Certification ceremony in Bonthe Island.



Figure 20: SCB Training Participants Displaying their Certificates after the Training.



2 Training Evaluation Results.

Under the training evaluation, the following four elements of the training were evaluated, namely; (i) Training modules, (ii) Training approach, (iii) Trainers, and (iv) Training period.

2.1 Training Modules

By order of relevance, weeks three and four detailing the business of tourism were ranked most relevant, followed by week one and two as shown in the table below. All sites with the exception of River No. 2 (RN2), including Leicester Peak, Bonthe Island, and Bathurst Community Ranked sessions relevant to the business of tourism in first place, followed by Sustainable Community Tourism Development and Management in second place. At other sites such as RN2 participants indicated the introduction of tourism in first place followed by sustainable tourism development and the business of tourism in third place as most relevant sessions and modules of the training.

Figure 21: Evaluation and Ranking of the training modules by order of Relevance by Participants.

Week	Session	Average Score awarded (Rank from 1st to 8th, with 1 being the most relevant)						
		Leicester	Bureh	Bonthe	Rn2	Bathurst	Overall	Ranking
Week 1	Module 1: Introduction to Tourism and Social Capacity Development	3.14 (2 nd)	3.26 (4 th)	4.75 (6 th)	2.40 (1 st)	3.14 (2 nd)	3.34 (3 rd)	3
Week 2	Module 2: Sustainable Community Tourism Development and Management.	3.39 (3 rd)	3.14 (2 nd)	4.42 (4 th)	2.60 (2 nd)	3.39 (3 rd)	3.49 (4 th)	4
Week 3	Module 3: The Business of Tourism.	2.96 (1 st)	3.86 (5 th)	2.92 (1 st)	2.80 (4 th)	2.96 (1 st)	3.1 (1 st)	1
Week 4	Module 3: The Business of Tourism.	3.75 (4 th)	2.44 (1 st)	3.71 (2 nd)	2.76 (3 rd)	3.75 (4 th)	3.3 (2 ⁿ)	2
Week 5	Module 4: Essential Hard Skills for your Tourism Business.	3.86 (5 th)	3.14 (2 nd)	4.25 (3 rd)	2.80 (4 th)	3.86 (5 th)	3.6 (5 th)	5
Week 6	Module 5: Essential Soft Skills for Tourism and Hospitality Businesses Owners	4.57 (6 th)	4.25 (6 th)	4.75 (6 th)	3.04 (6 th)	4.57 (6 th)	4.27 (6 th)	6

2.2 Evaluation of the Training Methodology and approach.

Overall, the table below shows that, most of the participants strongly agreed/agreed that the SCB training programme met its set objectives (89%). The participants further agreed that the programme materials helped them learn (84%), program content was relevant to the participants tourism business (92%), instructional methods helped participants to learn (92%), and pre-programme work/ reading were effective (77%).

Figure 22: Evaluation of the training approach

Site	LEVEL OF AGREEMENT	TRAINING APPROACH				
		The program met the objectives that were set for it.	The program materials helped me learn	The program content was relevant to participating business	The instructional methods helped participants to learn.	The pre-program work/ reading was effective
River Number 2	Disagree	13%	4%	4%	4%	4%
	Neutral	4%	0%	4%	4%	13%
	Agree	83%	96%	92%	92%	83%
	Disagree	4%	4%	8%	4%	12%

Bonthe Island	Neutral	0%	12%	4%	12%	8%
	Agree	96%	84%	88%	84%	80%
Leicester Peak	Disagree	0%	14%	0%	0%	4%
	Neutral	14%	11%	4%	0%	29%
	Agree	86%	75%	96%	100%	68%
Overall	Disagree	5%	8%	4%	3%	6%
	Neutral	6%	8%	4%	5%	17%
	Agree	89%	84%	92%	92%	77%

The pre-programme work/ reading being effective had a lower proportion (77%) of participants strongly agreeing / agreeing as compared to other statements on training approach (see Table above). This is attributed to the fact that preparation of the training materials was done within a short time frame which did not allow for sharing of the materials with participants ahead of the training. However, efforts were made to share the materials at the end of each day of training mainly via email. In some cases, hardcopies of the training materials were also distributed at the end of every session.

2.3 Evaluation of the trainers

Overall, a higher proportion of the participants strongly agreed that the trainers demonstrated strong facilitation skills (76%) and adequately (76%) in demonstrated mastery of the subject matter (63%) as shown in Table below. Participants across all sites including Bonthe, Leicester Peak, Bureh and Bathurst Community evaluated the training more positively in the three aspects, including instructor demonstration of mastery of the subject matter (75%), instructors' demonstration of strong facilitation skills (88%), and effectiveness in responding to questions including providing relevant examples (96%) and after training feedback through the WhatsApp groups and calls. However, in all sites, none of the participants disagreed or indicated neutrality in their evaluation of the trainers based on each of the three aspects.

Figure 23: Evaluation of the trainers

Assessment of the trainers	Level of Agreement or Disagreement	Region			Overall	
		Leicester Peak	Bonthe	RN2	Bureh	Bathurst
The instructors demonstrated mastery of the subject matter	Strongly Disagree, Disagree or Neutral	-	-	-	-	-
	Agree	25%	42%	43%	28	37%
	Strongly Agree	75%	58%	57%	48	63%
The instructors demonstrated strong facilitation skills (e.g., encouraged participation, general discussions etc)	Strongly Disagree, Disagree or Neutral	-	-	-	-	-
	Agree	13%	38%	21%	18	24%
	Strongly Agree	88%	63%	79%	58	76%
Overall, the instructors were effective (e.g., responded fully and completely to questions, with relevant examples)	Strongly Disagree, Disagree or Neutral	-	-	-	-	-
	Agree	4%	39%	29%	18	24%
	Strongly Agree	96%	61%	71%	57	76%

2.4 Adequacy of the Training period:

The training was conducted once every week and the sessions were short at each training centre in order to have maximum attention and maximise participation rates while away from their business and work given that tourism business is highly demanding in terms of time and resources. For entrepreneurs, time is at premium and is therefore "their most precious commodity" and had to be treated as such by the trainers. Overall, open discussions with the participants after the training across all sites found that conducting the training three days at the end of each week was more convenient for them twice a week or during the weekends.

3 Short Term Outputs and Change Results of the Training Programme.

The training session titled “Social Capacity Building for six Tourism Beneficiary Communities in Sierra Leone” was conducted across all five sites. The purpose of this training was to empower participants and local tourism business communities with diverse knowledge and skills to harness new tourism development opportunities and to mitigate risks following completion of the proposed tourism investments in each site area including; access roads, car parking, visitor information facilities, utilities and improved waste management. The training beneficiaries / participants were asked to mention changes in their knowledge and awareness of various tourism concepts or behaviours and business practices as a result of the training programme against the objectives of the assignment. The discussions below further highlight the outputs and outcomes of the training programme.

3.1 Description of Outputs by Objective.

3.1.1 Objective 1: To build knowledge and raise awareness of selected beneficiary communities in tourism as source of income and employment

Participants at all sites indicated or informed of an increase in knowledge and awareness of various tourism concepts and community-based tourism practices and standards. Some of the notable outputs are further discussed below;

- i) *Increased participant Knowledge, awareness and interest to participate in tourism as an economic activity and source of employment.*

Post test results from sites such as Bonthe showed an increased understanding of tourism and related community-based tourism activities in relation to their businesses from an average 30% at the start of the training to an average 80% after the training.

Figure 24: Participant Rating of the knowledge, Awareness and Interest in Tourism as an economic activity.

Output Indicator	Output Delivered (What has been achieved as a result of the training? Indicate not applicable against any indicate found inappropriate for the training)				
	Bathurst Community	Bureh Beach Community	River Number 2 Beach	Leicester Peak Community	Bonthe Island
# Of community members sensitized on the importance and benefits of participating in tourism-related activities	37 members	28 Males - 12 Females	35	40	50
# Of participants who took part in awareness-raising sessions on policies, laws, and business/enterprise development	37 participants	28 Males – 12 females	35	37	50
# Of participants who took part in awareness-raising sessions on opportunities arising from the tourism attractions	37 participants	28 Males – 12 females	35	37	50

More evidence of this change was noted at sites such as Leicester Peak. After the training, there was evidence of change in participants knowledge and awareness of the value of tourism, their role in the sector and the benefits of tourism as expressed through varying explanations, perceptions and lessons learned as part of their overall conversation and enthusiasm to apply this to their business.

However, sites such as Bonthe being predominantly fishing communities, transformation of the community mindsets into a tourism based local economy was perceived to be a challenge; as they are yet to harness the opportunities from tourism in full. This was partly attributed to the inadequacy of training, awareness and exposure opportunities.

ii) *Increased knowledge and awareness of new and existing tourism opportunities and Product portfolio by key participants and leaders at the Community Level.*

At sites such as Bonthe, the program participants were able to identify existing and potential and tourist products that were not developed for but were highlighted to be restored and preserved by the community as tourism products e.g., the ancient slave trade boats and the queen’s palace. Following the training, plans are underway to refurbish some of the old tourism attractions as new products at the site e.g., the sea view resting area benches where some participants established make shift bars during the Christmas holiday.

Furthermore, the increase in awareness of CBT enabled the communities to identify culture and historical products that can be used to attract tourists in Bonthe. Plans are underway to establish annual cultural exhibition activities. Participants in Bonthe Island also made plans to introduce new tourism products into the community e.g., establishing local restaurants after midday, (After 12 restaurants to potential tourists, local cultural exhibition days to harness opportunities arising from their cultural and historical heritage. The community also planned and implemented their first cultural exhibition on December 15th 2022 organized by the newly established community-based tourism management team.

At sites such as Leicester Peak, participants showed an increase in understanding of the ideals for tourism and how to develop profitable tourism products. More so, product development was informed by participants understanding of tourism as a business which was initially of no value in various aspects. Furthermore, participants were taught to deal with gaps limiting the promotion and development of tourism within the community. However, sites such as Bonthe are predominantly fishing communities. Transformation of the community mindsets into a tourism based local economy is still a challenge; as they are yet to harness the opportunities from tourism in full.

3.1.2 Objective 2: To build or strengthen the social capacity and governance Structures of selected tourism beneficiary communities and targeted sites.

Following the results of the capacity assessment, all sites reported gaps in their existing social capacity and governance structures ranging from; lack of well-defined leadership and governance structures, inadequate knowledge, skills and awareness of the role of the community and community leaders in promoting and developing community-based tourism policies, laws and practices among others. Some of the key outputs of the training programme included the following;

Figure 25: Social Capacity Development Output Indicators.

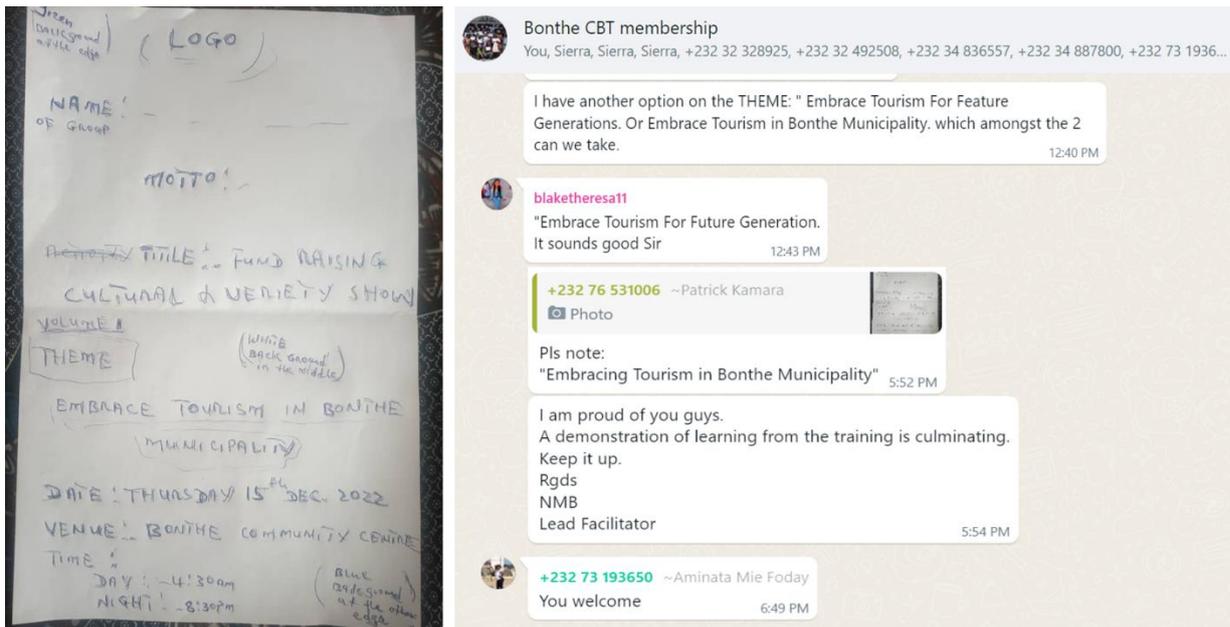
	<i>(What has been achieved as a result of the training? Indicate not applicable against any indicate found inappropriate for the training)</i>				
Output Indicator	<i>Bathurst Community</i>	<i>Bureh Beach Community</i>	<i>River Number 2 Beach Community</i>	<i>Leicester Peak Community</i>	<i>Bonthe Island</i>
Local Chairman for community development elected/nominated by local residents to facilitate tourism development initiatives within the community.	Yes (Names and contacts provided in the weekly reports)	Yes (Names and contacts provided in the weekly reports)	Yes (Names and contacts provided in the weekly reports)	Yes (Names and contacts provided in the weekly reports)	Yes (Names and contacts provided in the weekly reports)
Local Tourism Development Committees Established and constituted with adequate representation of all leadership and social constructs.	Yes (Names and contacts provided in the weekly reports)	Yes (Names and contacts provided in the weekly reports)	Yes (Names and contacts provided in the weekly reports)	Yes (Names and contacts provided in the weekly reports)	Yes (Names and contacts provided in the weekly reports)

	<i>(What has been achieved as a result of the training? Indicate not applicable against any indicate found inappropriate for the training)</i>				
Output Indicator	Bathurst Community	Bureh Beach Community	River Number 2 Beach Community	Leicester Peak Community	Bonthe Island
Local tourism communities and their leadership are trained on the existing sustainable community-based tourism policies and strategies	Participants have been members of the community and members of the leadership team	Yes	Yes	Councillor and community leaders were trained, and the training was well received	Participants have been members of the community and members of the leadership team
# Of participants (local resident leaders and community representatives) trained, and aware of their roles and the value of tourism	39 members	(28 Males) (12 Females)	39	39	50
# Of local resident leaders trained in sustainable tourism development practices	4 local resident leaders	(28 Males) (12 Females)	39	10	2
Platforms developed for sharing vital information on best practices and linkages with site or community-level leadership	A WhatsApp group has been created and members are very active on it	A WhatsApp group has been created and members are very active on it	A WhatsApp group has been created and members are very active on it	Yes. Leicester identified how collaborating within the community we identified avenues whereby we can work together.	WhatsApp
# Of community members sensitized on the importance and benefits of participating in tourism-related activities	37 members	(28 Males) (12 Females)	40	40	50
Local resident leaders trained in sustainable tourism development	7 local residents	7 Local leaders.	10	14	2

iii) *Shared goals, mission and Vision developed for all Five sites.*

Facilitators across all sites trained and supported the participants in groups, to develop of their shared goals, mission and vision. In Bonthe Island, participants were able to agree on their shared vision and mission following a series of deliberations from the participants as illustrated in the figure below;

Figure 26: group discussions on the vision and mission for Sustainable Tourism Development in Bonthe Island.



Following the training; sites such as Bonthe identified and stated their own mission statements which translated them into marketable themes as illustrated in the figure below. However, participants in some sites expressed the need for additional support to display the vision, mission, and objectives at the sites due to lack of funds, signage and materials for the visibility of individuals communities and tourists.

The figure below further demonstrates action taken by the participants and community members to display and raise awareness of the vision and mission for sustainable tourism development in Bonthe Island. Implementation and coverage of some initiatives was however limited due to inadequate funding.

Figure 27: Participants in Bonthe Island Displaying their CBT Theme on T-shirts to raise awareness of the Vision and Mission for Tourism across the Island.



iv) *Increased awareness of the role of the community in CBT development.*

Before the training, participants awareness of tourism opportunities was very limited, and they did not envision tourism as an income generating opportunity for both individuals and the community. As a result of the training, sites such as Bonthe were able to form a community-based tourism management team to ensure implementation and oversight of tourism activities on the island. The committee members were also assigned specific duties as ambassadors of tourism across the island communities. However, some sites such as Bonthe Island being predominantly fishing communities envisions difficulty in the sustainability of tourism activities on the island to improve under social livelihoods.

v) *Community Action Plans and performance indicators for local tourism communities established.*

Participants across all five sites were involved in group-based learning sessions and supported the development of community-based tourism development action plans. The plans include among other key aspects;

- A statement of what must be achieved (aka: the goals or output)
- Activities that have to be followed to reach the objective or goal
- The target date for completion and/or a schedule for when each activity
- Identification of the group or individual responsible for each activity
- Clarification of the inputs or resources for completing the task
- Identification of the indicators that will allow for measuring progress toward the goals
- Action Plan Mission, Values and Visions.
- Identifying Priorities and SMART Goals.
- Custom Implementation Action Plan.

At Leicester peak, participants identified action points including; development of a website, activities to take place within the community and the development fund, a database of all the different tourism service providers within the community, formation and establishment of partnership and cooperative associations. However, effective action planning was limited due to low literacy levels and inadequate experience in tourism by some members, which limited their participation and contribution during the training programme.

Action Plans were developed in groups. Participants were involved in the group conversations and outputs developed in the form of group exercises and presentations by the respective group leaders. At sites such as Bonthe, the newly established Community based tourism management team were trained and supported in the formulation of group by-laws and guidelines for the operations of tourism activities on the island.

vi) *Governance Structures (Organizations and Advocacy groups e.g., local councils, CBOs, CSOs and Associations) established for all Five sites. e.g., Resident tourism Leadership committees established for all Five sites.*

Before the training there were no focal point persons to support tourism programmes at the community level across all sites. The programme facilitated the selection of resident community-based tourism leaders across all five sites. Community governance structures pre-existed at some sites e.g., River No. 2, which had in place an association i.e., River No. 2 River development Association (RNDA) which is currently operational and thriving.

The training on the importance and role of leadership in community-based tourism development, Executive committees were also formed across all sites. At sites such as Bonthe Island and River No. 2, nominations were conducted to support the formation of an Executive community-based tourism management team and the implementation and oversight of tourism activities on the island. The committee members were also assigned specific duties as ambassadors of tourism across the island communities. The positions filled at the sites including; Chairman, Chair lady, Secretary, Treasurer and organizing secretary were democratically elected by fellow participants and the final committees established (*See appendix 3 for the list of Governance Committees across all sites*)

At sites such as Leicester peak and River Number 2, the participants nominated a head man as the liaison person between ministry, city council at the urban and rural community on issues concerning tourism development within the community. A tourism development committee was also established and well constituted. This was called, "Mummy Deltas" and "Mount Peak", "Leicesterians" and "the original settlers". The original settlers are responsible for the identification of gender issues, children's issues and serve as a

holistic body for community-based tourism growth. Mount peak was responsible for art and craft production and marketing, Leicesterians involved in the coordination and production of food and entertainment etc.

Participants wilfully nominated their leaders for their brilliance and involvement in tourism related activities around the sites and agreed to pay an annual maintenance and subscription fee along with templates and registers for each membership. (See Members subscription card below). In addition, selection of the committees was very competitive among participants. As a result, conflict arose among participants but was resolved with acceptance by all.

Figure 28: Leicester peak CBT Membership Subscription Card.

LEICESTER PEAK TOUR OPERATORS
Leicester Village



SUBSCRIPTION CARD

NAME:.....

ADDRESS:

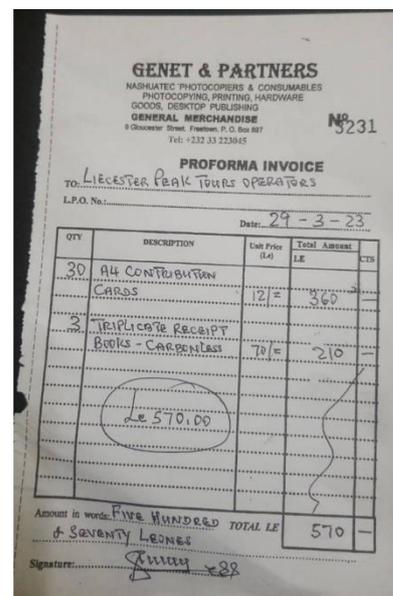
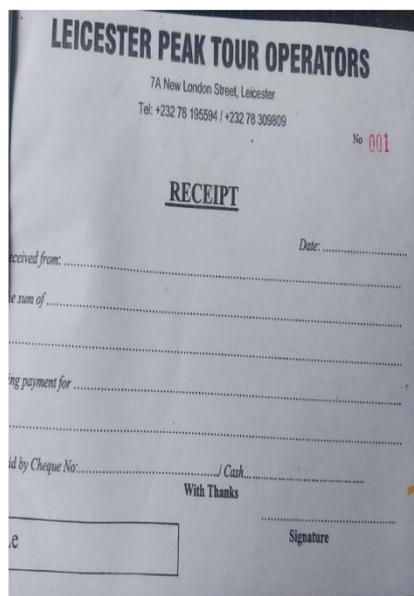
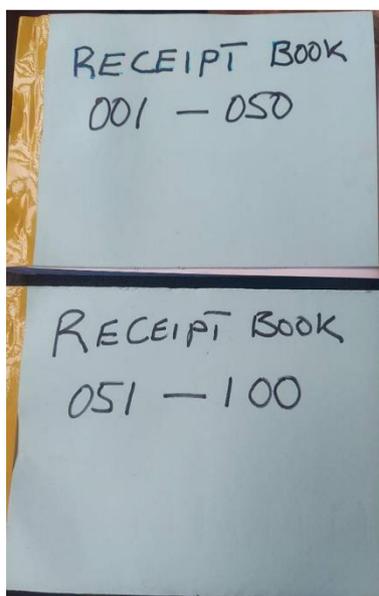
.....
Treasurer

[Signature]
.....
Chairman

CARD #...001.....

SUBSCRIPTION										
YEAR	2023		2024		2025		2026		2027	
	AMOUNT Le	Sign								
JANUARY										
FEBRUARY										
MARCH										
APRIL										
MAY										
JUNE										
JULY										
AUGUST										
SEPTEMBER										
OCTOBER										
NOVEMBER										
DECEMBER										
TOTAL										

“Your contribution is appreciated, Noted”.



vii) Formal and informal Rules policies, by-laws and regulations established.

The participants in their groups as well as the newly established Community based tourism management committee were trained and supported with hands-on skills in the formulation of local community-based tourism by-laws and guidelines. Some sites e.g., RN 2. had both formal rules and regulations already in existence e.g., regular cleaning exercises, routine security within the beach and its environment, staff codes of conducts etc.

However, tourism being a fairly new economic activity in some areas, other sites including Bonthe island, Leicester peak, Bathurst and Bureh beach did not have any documented bylaws or guidelines in place. The participants and committee members were trained in the documentation of key issues and establish responsive policies, by-laws, guidelines and codes of conduct in favour of site and community-based tourism development. At the time of closure of the three-day training programme, some of the communities had

instituted their bylaws e.g., sites such as Bonthe island instituted the prevention of defaecation along the sea view and along the proposed tourism sites using signages and community watchdog committees.

However, effective learning, participation and contribution to the bylaw formation process of some community members was limited due to low literacy levels and inadequate experience in sustainable tourism related activities. Majority of these bylaws, rules, guidelines and codes of conduct were yet to be documented, institutionalised and openly displayed at each site or community due to lack of funding of the approval and endorsement process by the responsible local councils. i.e., le 500,000.

viii) *Strategic Networks, Cooperatives, Linkages and collaborative Partnerships established and increased across all sites.*

Across all sites, participants were trained in the relevance of Strategic partnerships within or outside their community. Most importantly, participants were trained in the relevance of forming partnerships, groups, linkages, associations or cooperatives. On average, 4 new linkages (i.e., 2 functional and 2 non-functional) were formed by the participants. Overall, Leicester peak had the highest number of new linkages (81) out of which 40 were functional by the end of the training, and 41 were non-functional linkages. Out of the 70 new linkages formed at River Number 2, only 21 were functional at the end of the training and 49 were non-functional as further illustrated in the table below;

Figure 29: New linkages and their functionality

Region	Descriptive Statistics	No. of New Linkages formed during the training.	No. of Functional Linkages by the end of the training period.
Leicester Peak	Sub total	81	40
	Average	4	2
	Maximum	14	6
River Number 2 Beach	Sub total	70	21
	Average @person	5	3
	Maximum	14	6
Bureh Beach	Sub total	61	31
	Average @person	4	2
	Maximum	8	6
Bonthe Island	Subtotal	60	20
	Average	4	2
	Maximum	7	5

However, by the end of the training, at least 70% were not yet functional or fully followed up by the business owners or managers. At sites such as Leicester Peak, networking with one another increased with the key note speakers i.e., Safi Koloko of WFP and the proprietor of Country Lodge. As a result, new business opportunities were established between some partners by virtue of their partnership and collaborative action to cooperate and network to afford adequate supplies to hospitals, supermarkets, schools, communities, restaurants within and outside of the community. This encouraged retention of money within the community and ultimately fostering community development.

Formation of profitable business linkages with other actors outside of the respective communities was however low or inexistent. Discussions with participants and the facilitators further highlighted other limitations to the functionality of their linkages including;

- Low seasonality. At the time of the evaluation exercise Business owners-managers/employees sighted low seasonality and inadequate knowledge in the design of off-season tourism products to activate their linkages.
- Some businesses were still informal and unready to formalize any contractual terms. For example, Business owner-managers/employees highlighted the need for additional knowledge on setting partnership agreements and parameters e.g., product quality, quantity to supply, duration and frequency of supply, pricing mechanisms, exemptions, and payment terms, among others.
- Distance was also highlighted as a major limitation to the functionality of some profitable linkages.

- While IT based systems have been very prevalent in linking and closing the communication and coordination gap between various businesses over the recent years, the option remains unavailable to some of the participating businesses who had not embraced information technology (IT) or internet-based systems. This is partly due to inadequate access to suitable IT skills, knowledge and equipment.
- Participants further expressed limitations in establishing profitable linkages both in their own and other lines of business (43, other KMAs outside of the training programme (27), large national tour operators in Sierra Leone (38); regional tour operators or regional market actors within the ECOWAS (26); and internationally, with international tour operators (22), due to lack of trust by bigger or larger entities in tourism, poor internet presence.
- Some highlighted difficulty in monitoring the effectiveness of the linkages with other partners e.g., there was difficulty in quantifying the value added by some business partners in terms of profitability for instance, a crafts man could not easily quantify the value added from existing linkages with a restaurant owner at Bureh beach and vice versa.
- Other limitations included; difficulty in convening groups of more than 10 in public settings; and the lack of funding to support the approval and endorsement of the bylaws at the local council level.

The Participants/Members were also encouraged to form and institutionalize cooperatives amongst themselves. The newly formed cooperatives were encouraged to develop action plans to support the functionalization of "Osusu markets", Monthly contributions to expand their businesses by way of them starting and gaining access to various business development services e.g. markets, finance, infrastructure etc. From the training, participants identified the need for partnerships to develop, market and sell their products and to strengthen their visibility. Other groups formed such as Leicester's agriculture cooperative union and the vegetable farmers also established a joint irrigation facility and jointly funded the establishment of a water well, as a lot of the farms are aligned with each other to solve common issues such as inadequate access to water for farming.

At sites such as Bonthe Island, emphasis was made to support and facilitate the formation of group based horizontal and vertical cooperatives e.g., Fish mongers Cooperative, Boat owner's cooperative, Art and culture Cooperative, Coconut Oil sellers Cooperative, tour guides Cooperative etc. The cooperatives were formulated to support team-based opportunities, sharing of business ideas and improvement of their product quality and service delivery. At Leicester Peak, various groups including transporters, farmers, restaurant and night club cooperatives, tailors' association, pharmacists were some of the cooperatives and associations formed. The farmers/ agriculturalists jointly and identified potential companies that they were willing to supply e.g., recycling of materials and production of fertilizers and briquette production.

In Leicester peak for instance, the tailors collaborated with the hotel owners to utilise the hotel as a centre to display and market their products in other instances, business and exchange of goods e.g., staff uniforms, souvenirs, curving's etc was supported by the hotels to promote the newly branded "made in Leicester products". Limitations for the formation of cooperatives and linkages included;

- Inadequate time to support practical formation of strategic partnerships and signing of partnership agreements between the participants.
- Inadequate knowledge and understanding of the operations of cooperatives and partnership groups. The training however guided the participants understanding of the benefits of the loans from financial institutions and access to finance, access to larger markets and collective bargaining which motivated their increased interest in attaining more knowledge on the operations of cooperatives.
- Newly established cooperatives such as fish mongers' cooperatives lack proper amenities such as fish storage and cold chain systems which sometimes leads to wastage of fish products in the market for tourists.

- ix) Knowledge, awareness and mobilization of social capacity of the communities to maintain new and existing social services and infrastructure e.g., access roads, tourism sites and attractions increased.

In some sites such as River Number 2, participants reported an increase in awareness of the relevance of social capacity to maintain new and existing tourism amenities. However, there was limited traction in the implementation of some immediate action points during the training due to low motivation and inadequate funding to ensure regular programme implementation and training capacity.

At sites and communities such as Bonthe Island, participants were trained and encouraged to take ownership in the maintenance of local amenities to ensure their sustainability. The picture below further demonstrates members of the CBT training program initiate and participate in the rehabilitation and improvement of the clock tower sea view benches before the Christmas holiday in December 2022.

Figure 30: Youth in Bonthe participating in the Refurbishment of the Seaview watch benches by the clock tower ahead of the Christmas holidays.



Source: Mr. Vandy Kamara, SCB Beneficiary, Bonthe Island.

Participants identified the lack of funding and inadequate time to support the practical implementation of community social capacity. In addition, participants also identified weaknesses in law enforcement for both social and environmental crimes and political interference e.g., the theft of the public street lights by private individuals saw no action to reprimand the culprits. Participants also expressed fears over foreign nationals coming in and bringing in their own workforce, overlooking the local community members who have planned and established the structures.

- x) Resource Mobilization plans and Capacity developed.

All participants and leadership committees were trained and facilitated in hands-on skills to develop their community or site resource mobilization strategies. At sites such as Bonthe Island, training was conducted as to how to raise and mobilize resources towards site specific tourism development activities. Some sites including RN2 had in place a pre-existing resource mobilization practice e.g., hotels and accommodation facilities, facility entrance fees, food and drinks, parking fees, tables and chairs hire, corkage fees etc. However, some sites such as Leicester peak were yet to establish their Plans.

Figure 31: Participants Trained in the identification and development of Resource Mobilization Strategies.

	(What has been achieved as a result of the training? Indicate not applicable against any indicate found inappropriate for the training)				
Output Indicator	Bathurst Community	Bureh Beach Community	River Number 2 Beach	Leicester Peak Community	Bonthe Island
Members of local community-based tourism management structures trained in resource	37 members	39	40	40	50

	<i>(What has been achieved as a result of the training? Indicate not applicable against any indicate found inappropriate for the training)</i>				
Output Indicator	Bathurst Community	Bureh Beach Community	River Number 2 Beach	Leicester Peak Community	Bonthe Island
mobilization for the maintenance of tourism sites.					
Finance, treasury and Resource Mobilization positions constituted on each community tourism development committee established.	Yes	Yes	Yes	Yes	Yes
Resource Mobilization strategies in place or established	Yes	Yes	Yes	Yes	Yes

However, several factors were noted to limit the participants ability to mobilize additional resources including;

- Inadequate knowledge to access finance for various activities and programmes at the sites.
- Inadequate knowledge and skills in project proposal writing to attract tourism development grants and partners e.g., revolving funds, matching grants.
- Low utilization and uptake of alternative financing mechanisms e.g., loans, small business grants, etc due to lack of information and awareness.
- Low number of tourist attractions at some sites e.g., Leicester peak.
- Low prioritization of some sites e.g., Bonthe as potential beneficiaries of tourism development programmes.
- Inaccessibility of sites such as Bonthe island for tourism development partners i.e., poor transport network and visibility.

3.1.3 Objective 3: To build knowledge, awareness and capacity of selected beneficiary communities in various sustainable community-based tourism practices and standards.

A total of 196 participants were trained in community-based tourism practices and standards across all five sites. The three-day training programme on Sustainable Community Tourism aimed at empowering participants in how to develop proper sustainable community-based tourism guidelines, tools plans and implementation of sustainable tourism development practices. The training highlighted various social safeguards, environment and social risk mitigation, and emphasized the participation of women in community-based tourism development policies and action plans, critical decision making within the community to move away from the more traditional skilled jobs and participate in strategic decision making.

- i) *Participants Trained and facilitated in ethics for tourism business management of site Tourism Code of Conduct and basic Tourism Social-Cultural Sustainability, Gender Sensitivity and Responsive action Plans.*

The participants including the leadership committees were trained and facilitated in groups to develop their respective tourism code of Conduct and sustainable community action plans for CBT Development. Consistent to this, sites such as Bathurst community reported an increased number of linkages between the community and key actors within the social services sector. The Gender expert (Deputy Director of the Ministry of Gender and Children’s Affairs) who was the keynote speaker of the week facilitated the participants in generic steps in how to engage and sensitise communities through workshops for their community; Ensure cooperation with other local agents like the road maintenance team, transportation sectors, police and the health sector in creating self-sustainable communities to promote, protect and conserve the selected tourism sites. With the various tourist locations identified, participants in Bathurst community demarcated each Friday with a schedule to visit one of the sites. The table below further illustrates More outputs in Tourism Social-Cultural Sustainability during the training program;

Figure 32: Outputs of the Sustainable community Based tourism Development Training.

Output Indicator	(What has been achieved as a result of the training?)				
	Bathurst Community	Bureh Beach Community	River Number 2 Beach	Leicester Peak Community	Bonthe Island
Participants facilitated to develop their Tourism Code of Conduct	No	No	Yes	Yes	yes
Gender Action Planning.	Yes	Yes	Yes	Yes	Yes
Environmental Action Plan	Yes	Yes	Yes	Yes	yes
Community Based Tourism Development plans developed.	Yes	Yes	Yes	Yes	Yes
# Of community members including business owners trained in the environment and social safety laws.	37 community members	34	35	36	50
# Of participants who took part in sensitization and awareness-raising session on existing grievance management mechanisms	37 participants	(28 Males) (12 Females)	36	37	50
# Of social inclusion and gender-related policies rolled out to local community-based tourism management structures	None. No Policies were formulated; however, participants were keen on noting a number of social or GBV safeguards necessary for their communities	None. No Policies were formulated; however, participants were keen on noting a number of social or GBV safeguards necessary for their communities	None. No Policies were formulated; however, participants were keen on noting a number of social or GBV safeguards necessary for their communities	None. No Policies were formulated; however, participants were keen on noting a number of social or GBV safeguards necessary for their communities	None. No Policies were formulated; however, participants were keen on noting a number of social or GBV safeguards necessary for their communities
# Of participants including administrators of tourist sites trained on social inclusion and gender mainstreaming	1 participant	(28 Males) (12 Females)	36	37	none
Types of training held with participants who provide security services at tourism sites	Assessment of their aptitude as entrepreneurs and management skills	None	None	None	none
# Of participants who took part in skills training workshop on gender mainstreaming in tourism	37 members	(28 Males) (12 Females)	33	37	50
# Of targeted tourism sites workers trained on	37 members	(28 Males) (12 Females)	32	37	50

Output Indicator	<i>(What has been achieved as a result of the training?)</i>				
	Bathurst Community	Bureh Beach Community	River Number 2 Beach	Leicester Peak Community	Bonthe Island
Codes of Conduct and how to report GBV incidents					
# Of community members participated in sensitization session on GBV/SEA/SH risks as well as reporting mechanisms and expectations	37 members	(28 Males) (12 Females)	32	29	50
# Of Tourism site administrators and community beneficiaries trained in social inclusion and gender issues	37 members	(28 Males) (12 Females)	37	29	50
# Of participants of tourism-related activities along existing value chains trained on the benefits of alternative income-generating activities	37 members	39	36	29	50
Advocacy action plan developed for strengthening the security system for tourism sites and the local communities	Linkages and collaboration with community leaders, security personnel, Forest guides, and well as cooperation and each and every individual in the community	None	None	We explored avenues whereby security issues were addressed	none
# Of community members participated in sensitization session on customs and laws that provide level playing ground for both men and women to thrive	37 members	39	36	29	50
# Of participants targeted through awareness raising sessions on HIV/AIDs risks by tourism sites	37 participants	39	36	29	50
# Of workers trained to ensure traffic management and safety at the entrance and exist of tourism sites	9 workers including all transport managers	39	33	29	50
# Of community members who	37 community members	39	33	29	50

	<i>(What has been achieved as a result of the training?)</i>				
Output Indicator	Bathurst Community	Bureh Beach Community	River Number 2 Beach	Leicester Peak Community	Bonthe Island
participated in sensitization sessions on cultural tolerance and grievance mechanisms to prevent confrontations					
# Of community members who participated in sensitization session on COVID-19 and STDs	37 members	39	33	29	50

In addition to the above indicators, the newly established tourism management committees at sites such as Bonthe were constituted with women representation and given parallel responsibility with the chairman to ensure equity and fairness in the implementation of tourism related activities.

Sites such as Bathurst community emphasized the establishment of grievance management mechanisms and the identification of community-based structures to support the redress of social and gender-based violence and Sexual harassment, human rights violation related e.g., identification of the closest police post and health facilities. Additional Consideration was made to involve community health workers in training to further raise awareness.

However, high illiteracy levels and cultural limitations continue to prevent the participation and involvement of women in participation and involvement of in strategic decision making.

- ii) *Participants trained and facilitated to develop Environmental Action Plans and encouraged to set up signages and rules to conserve their environments.*

Across all sites, participants in their relevant groups were trained in the development of community environment action and sustainability plans. Key action points at sites such as Bonthe island were planting of trees along the streets to beautify and prevent soil erosion as a key action for the next 2023. At Leicester peak, participants were keen on actively making plans to support the maintenance and development of existing tourism attractions, the environment and the implementation of the community cleaning drives for the conservation and maintenance of the environment.

In addition, the training ensured to raise awareness of the need for alternative sources of tourism-based livelihoods and also advised to stop sand mining along the sea shores as a focus on tourism as a more sustainable source of income e.g., production and sales of art and craft souvenirs.

Figure 33: Key Outputs of the Environmental Conservation training Session.

	<i>(What has been achieved as a result of the training? Indicate not applicable against any indicate found inappropriate for the training)</i>				
Output Indicator	Bathurst Community	Bureh Beach Community	River Number 2 Beach	Leicester Peak Community	Bonthe Island
# Of participants from tourism site management structures who took part in a learning session on energy efficacy	40	39	29	29	50
# Of participants including community members and tourism sites administrators who participated in learning	36 community members	39	38	29	50

	(What has been achieved as a result of the training? Indicate not applicable against any indicate found inappropriate for the training)				
Output Indicator	Bathurst Community	Bureh Beach Community	River Number 2 Beach	Leicester Peak Community	Bonthe Island
session on environmental protection related issues					
Evidence of practical learning experience in conservation and environmental protection	The mobilization and cleaning of cave up the mountain The discussions already started with EPA	Signs and stamps informing people not to litre installed along the beach using cheap materials	The road maintenance activities within the village were initiated during the training season by the community to ensure road maintenance	Participants encouraged not to litre e.g., agriculturalists	Signs and stamps informing people not to litre installed along the beach using cheap materials.

However, discussions with the participants found limitations in the implementation of the Community environmental action plans including; inadequate funding and access to working tools and materials; inadequate involvement of responsible entities such as the Environmental protection agency and weak law enforcement mechanisms.

In addition, the lack of knowledge, skills and ability to utilize alternative sources of livelihoods and weak law enforcement continue to enable poor environmental practices along various tourism sites. Some participants also reported the prevalence of counterproductive activities such as sand mining within the neighbouring beaches. For instance, participants at River Number 2, which continues to affect other tourism sites, water levels/high tide and cutting of the mangroves which depreciates the natural environment.

iii) *Community Based tourism Awareness raising Drives were also held and supported during the training.*

Efforts were made to popularize and to raise community awareness of the need to participate and promote site conservation as partakers in the benefits of sustainable community-based tourism practices. At sites such as Bonthe, the facilitators took advantage of the presence of some political leaders to raise awareness of sustainable practices as illustrated in the figure below. Following the successes of the community awareness drive, the selected tourism leadership committee was motivated to schedule continued drives every quarter using local resources.

Figure 34: Community Awareness Raising Drive in Bonthe Island with the Deputy Ministry of Tourism.



At Bureh Beach community, the Guest speaker, Ms Geneva Yardley spoke to the participants and community members on the importance of keeping the environment clean and impact of environmental degradation on the tourism development. It was brought to the community's attention that their role in sustaining a clean

environment would also promote health and create a platform for wealth. Ms Yardley spoke on the importance of preserving culture and heritage areas.

In addition, online based community social awareness raising platforms were also established across all sites to ease communication and awareness of tourism development initiatives around the community. The respective site community-based tourism development leadership committees were trained and informed in how to manage or administer the sites. All platforms remained functional during and after the training, with administrators.

Figure 35: Platforms Development for Sharing of Vital Tourism Information across Participating Sites and Communities.

	(What has been achieved as a result of the training? Indicate not applicable against any indicate found inappropriate for the training)				
Output Indicator	Bathurst Community	Bureh Beach Community	River Number 2 Beach	Leicester Peak Community	Bonthe Island
Platforms developed for sharing vital information on best practices and linkages with site or community-level leadership	A WhatsApp group has been created and members are very active on it and is fully functional	A WhatsApp group has been created and members are very active on it and is fully functional	A WhatsApp group was established to facilitate daily social communications between tourism actors in the area. and is fully functional	Yes. Leicester identified how collaborating within the community we identified avenues whereby we can work together.	WhatsApp
Social media platforms utilized by members of tourism-related groups and associates for tourism development.	None of it to our knowledge for now.	Achieved	A Facebook group was established to support the activities and communications of tourism related initiatives to participants and the local communities	Yes. Leicester developed a website and we also learned how each social media medium add value to the community.	WhatsApp, Facebook, TikTok, Twitter and Instagram

3.1.4 Objective 4: To empower selected small tourism business owners in relevant knowledge and practical hands-on skills to start, manage and grow their tourism related businesses.

Consistent with this objective were various trainings targeted at supporting participants to start or grow their businesses in tourism. Key to achieving this objective were both classroom and hands-on practical skills to enhance participants knowledge awareness and skills in how to start a tourism business from scratch (registration) to a growing brand, into the market and ultimately, its translation into tangible revenue. The table below further shows the output level indicators set against this objective;

- i) *Start-ups and existing businesses and managers trained and encouraged to harness existing tourism business opportunities, register their businesses and develop their business plans as illustrated in the table below;*

Following the training sessions on business planning in week 3, a mini survey conducted among all groups conducted in January 2023 found that on average, 58% agreed to their businesses being registered in compliance with the statutory requirements; 60% agreed to having developed simple business plans for their small businesses; 76% agreed to having identified and taken advantage of new and existing business opportunities surrounding the tourism attractions in their communities during the Christmas holiday; 71% agreed to having innovated new business opportunities e.g. River Number 2 beach designed the Holiday Bonanza, while in Bonthe island, participants organized their first ever

Figure 36: Participants opinion of the changes from start-up to growth.

BDS Indicators	Bonthe Island		River Number 2		Leicester Peak		Bureh Beach		Average
	Yes	No	Yes	No	Yes	No	Yes	No	
Regulatory and statutory business requirements effected	52%	48%	67%	33%	54%	46%	57%	43%	58%
Enterprise business plans established and written	43%	57%	71%	29%	67%	33%	60%	40%	60%
New and existing business opportunities identified and harnessed	70%	30%	90%	10%	67%	33%	75%	25%	76%
New business growth opportunities innovated	50%	50%	100%	-	63%	37%	69%	31%	71%
Pro poor business ideas incorporated into business models	52%	48%	76%	24%	54%	46%	59%	41%	60%

ii) *Participants Supported and trained with hands on skills in the development of Business plans.*

Participants were facilitated and trained with hands on skills to develop their Business Plans using available templates. In consideration of the low literacy levels of some participants, the training was undertaken in groups to facilitate deeper learning.

Output Indicator	(What has been achieved as a result of the training? Indicate not applicable against any indicator found inappropriate for the training)				
	Bathurst Community	Bureh Beach Community	River Number 2 Beach	Leicester Peak Community	Bonthe Island
Members of tourism-related groups or enterprises participated in training on business and enterprise management Skills.	37 members	40	34	37	50

The trainings were undertaken at group level to support learning for illiterate participants across all sites but not for individual businesses. Other challenges impeding learning during the business planning sessions included;

- Inadequate resources to support the development of business plans.
- Language barrier due to low literacy levels. Participants were encouraged to develop their business plans in their local dialect i.e., Creole and Mende in Bonthe.
- Low perceptions of the need to develop business plans as majority participants perceived it irrelevant to develop business plans for small businesses,
- Low perceptions of market readiness to obtain customers for their products.

3.1.5 Objective 5: To build the capacity of selected communities, community-based tourism businesses and other related small businesses to market their destinations at the local and international level.

Overall, 200 members participated in the session trainings to enhance tourism marketing including; tourism product development; brand development and marketing sessions held during week 4 of the training program. Participants were supported in various skills including, product development; developments of community-based tourism brands, development of marketing plans, identification and development of physical and online markets for participants tourism businesses as further discussed below;

i) *New and existing Community based tourism products and services identified, developed and strengthened.*

Participants were trained and facilitated in the identification, development and augmentation of new and existing community-based tourism products. Across all sites, several participants reported to have identified new opportunities for start-up, business growth, development and expansion of their business portfolio ahead of the busy Christmas holiday.

Following the training, participants in the art and craft business at the Bureh beach community were trained in possible ways to identify new business opportunities and add value to existing products to encourage product portfolio expansion and increased sales e.g., combining shirts with matching bags and trousers to make product units; quality assurance and packaging of the physical products. Some tour operator also developed tourism product plans for their respective areas in partnership with other service providers e.g., transport business owners or other actors in each value chain.

At Leicester peak, participants dealing in agricultural food supplies were also trained and facilitated in various skills to clean and package their products e.g., vegetables, product standardization and quality assurance processes e.g., obtaining bar codes for some dry grains from the bureau of standards. Product development of some tangible items was however limited due to inadequate training time, inadequate financial resources to support the implementation of the changes by some participants; bureaucratic regulatory processes e.g., bar code acquisition and a lack of tools and equipment to support some product development processes e.g., packaging.

Training of the participants in the development of tourism services was also a success. In Leicester peak, participants in the business of development tourism attractions were encouraged to identify and develop age-based tourism products e.g., children soccer fields, children play grounds, family environments were some of the things that were lacking there. One of the products identified was the Saint Andrews Church Park to develop and create a family recreational play ground to attract tourism, other products identified were historical items, sports tourism etc. Development of such lucrative products is however limited due to lack of funding, inadequate access to credit, poor business linkages and partnerships.

In Bonthe island, participants were keen on identifying the opportunities arising from their own cultural heritage and physical attractions. The Figure below demonstrates a flyer developed to attract local and regional tourists to the events as designed and held by the participants as a result of the training.

Figure 37: A flyer Inviting local, regional and international tourists to the Cultural, football and Variety show competition in Bonthe Island as designed by the training participants.



Mr. Vandy B Koroma, Owner and proprietor of Vanko Boat Transportation Business in Bonthe island harnessed the opportunity to provide transportation services and boat rides along the ocean to tourists visiting the island during the festive season. As illustrated in the figure below, Mr. Vandy purchased and refurbished both old

and new boats and also ensured to brand them with his business name and contact for tourist visibility. With the increased number of boats available for the transportation of tourists, Mr. Vandy also established standard times for rides between Yagwe and Bonthe island; and schedules for tourist rides on Saturdays and Sundays as started during the 2022 Christmas period.

Figure 38: Evidence of an Improved Boat Transport Business Ferrying Customers from Yagwe to Bonthe Island.



Source: Mr. Vandy B Koroma. Owner, participant and proprietor of Vanko Boat Transportation Business in Bonthe island.

ii) New and Existing Tourism Brands Developed and Strengthened.

Participants were trained in the importance of branding, how to brand and package their tourism products and services. The trainings encouraged some participants to package and brand their products and access new markets. At sites such as Leicester peak, some participants established their finished products, with access to supermarkets, labels, bar codes and costing of their products which positively impacted their income brand names. The figure below further illustrates some examples of tourism business brands developed as a result of the training program.

Figure 39: Participants display of Branded products and attractions.



However, participants highlighted several limitations to branding among which include the following key issues.

- Inadequate access to funding and materials, some of which cannot be resourced locally,
- inadequate access to hands on business development support and hand holding services.
- Inadequate skills to undertake branding and certification processes.
- Some processes e.g., quality assurance and standardization are difficult e.g., obtaining a bar code which limits product protection and access to some markets which require specific standards.
- Inadequate access to local and international markets.

Some participants highlighted the need for additional training and development in tourism product packaging. E.g., heritage tourism in Leicester and the need for funding to refurbish existing culture and heritage sites e.g., the old slave ships in Bonthe island which could make beautiful picture sites for Tourism as a product.

Figure 40: Old non-refurbished Slave ships with a potential for Pictural illustration In Bonthe Island.



i) *Facilitation of the development of marketing plans.*

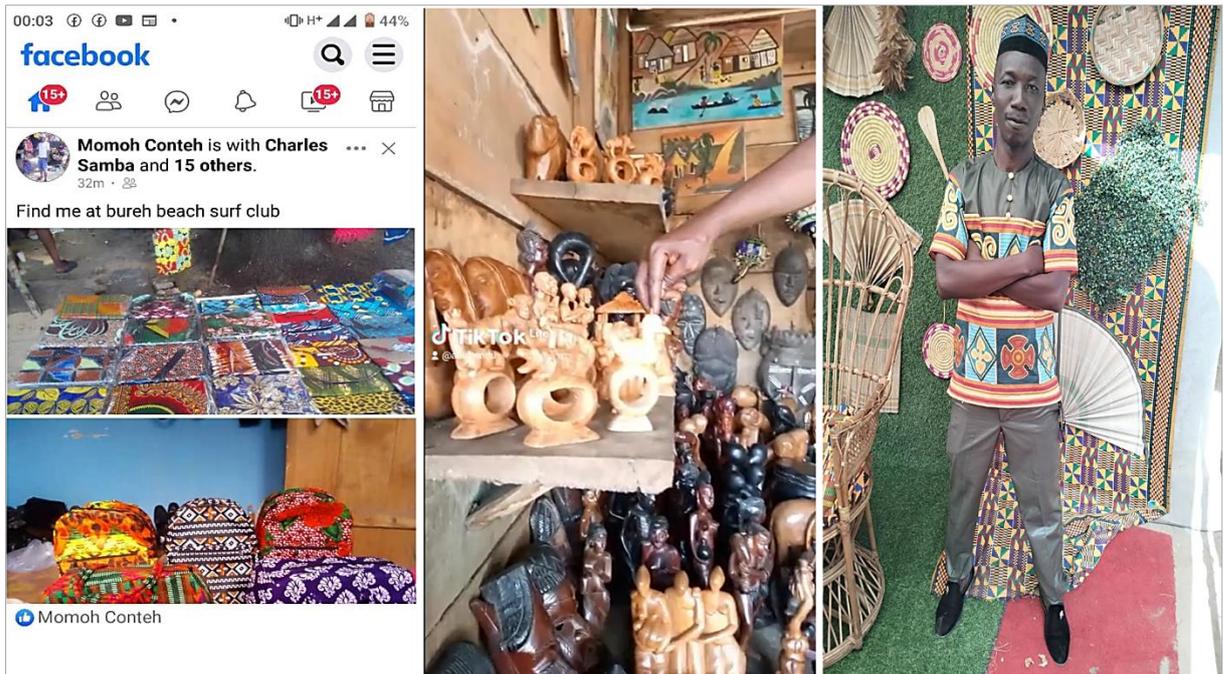
Using the available training templates, the participants were trained and encouraged to develop their marketing plans in groups of five. At Leicester peak, participants were trained in groups on how to develop their marketing plans. The trainings however did not target individual businesses due to disparity in the sizes of their businesses.

- Some participant represented start-ups and did not have any experience in running a business. This limited learning effectiveness.
- In addition, some participants were not business owners, majority were employees and could not take decisions such as planning for the business and decision making which impeded practical implementation of the session's outputs.
- Inadequate time and funding to support hands on business development support to participating businesses and hand holding of business owners through practical planning sessions.

ii) *Facilitation of increased access to Physical and online Tourism Markets.*

Participants were trained and exposed to various methods and ways to develop and market their tourism businesses using various physical and online platforms. Group-based trainings were made to support the development of some social media platforms with emphasis of their usage and relevance e.g., TikTok, Facebook, Lonely Planet, Trip Adviser, Instagram. Madura's Fashion Boutique in Bonthe on Facebook and TikTok among others. However, the use of sites such as Lonely Planet and Trip Adviser was limited due to lack of quality equipment, skills and business development support for various participants in line with the standards required by each site.

Figure 41: Participants displaying their products physically and on different social media platforms before and during the Christmas holiday in December 2022.



Source: Mr. Momoh Conteh and Mr. Vandy Koroma, Owner and Proprietor, Vanko Enterprises SL Limited, Bonthe Island.

In addition, some participants expressed limitations in the use of social media and other tourism marketing platforms due to inadequate access to the internet and inadequate access to smart phones or email accounts; and a low computer literacy. The figure below further demonstrates an example of a participant harnessing social media as an opportunity to market their product as further illustrated in the figure below. The table below further illustrates some of the outputs from the training program;

Figure 42: Physical and online platforms established across all sites.

Output Indicator	(What has been achieved as a result of the training? Indicate not applicable against any indicate found inappropriate for the training)				
	Bathurst Community	Bureh Beach Community	River No. 2 Beach	Leicester Peak Community	Bonthe Island
Communication materials disseminated to increase awareness of available markets	Via WhatsApp, it has been suggested a Facebook page be formed and burners, as well as brochures, are being prepared for the picnic	Yes. via WhatsApp and Facebook	Yes, via WhatsApp and Facebook	WhatsApp and Facebook brochures developed by some participants to share within their networks and linkages for increased markets.	none
# Of participants who took part in a learning session on the development of a Marketing plan.	37 members	37	39	37	50
Members of tourism-related enterprises participated in practical learning sessions on market	37 members	37	36 participants	37	50

	(What has been achieved as a result of the training? Indicate not applicable against any indicate found inappropriate for the training)				
Output Indicator	Bathurst Community	Bureh Beach Community	River No. 2 Beach	Leicester Peak Community	Bonthe Island
access and the use of the internet					
Online social media marketing platforms setup for tourism-related groups or enterprises	WhatsApp and Facebook	No, however, participants were exposed to all sites including Facebook and lonely planet while others established their own sites for product visibility.	No, however, participants were exposed to all sites including Facebook and lonely planet while others established their own sites for product visibility.	WhatsApp and Facebook	Facebook, Twitter, TikTok, Instagram and WhatsApp
# Of tourism products shared with online sites and social media marketing platforms	Local products like shoes, beads, and clothing as well as some artworks	Yes, participants were encouraged to post their items e.g., art and craft and other tourism products shared with online sites and social media marketing platforms	Yes, participants were encouraged to post their items e.g., art and craft and other tourism products shared with online sites and social media marketing platforms	Yes, participants were encouraged to post their items e.g., art and craft and other tourism products shared with online sites and social media marketing platforms	Yes, participants were encouraged to post their items e.g., art and craft and other tourism products shared with online sites and social media marketing platforms

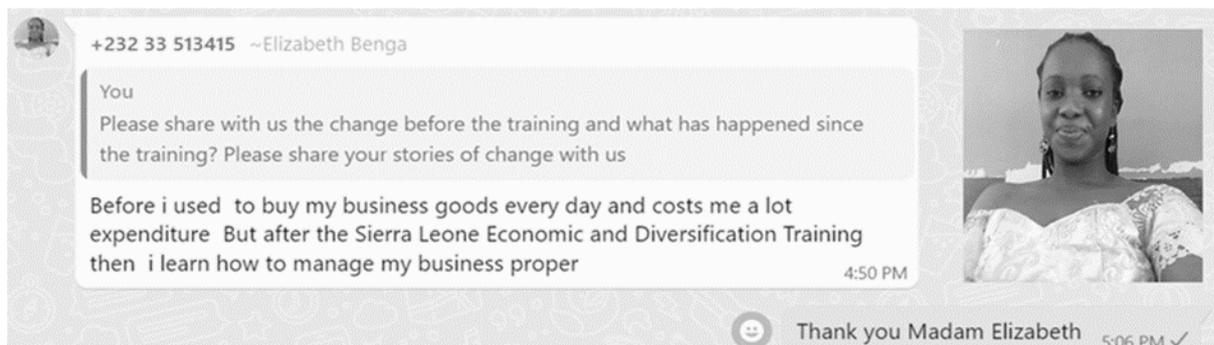
3.1.6 Performance against Other objectives of the SCB training program achieved with results include;

- i) Objective 7: To build and strengthen the capacity of selected small tourism business owners in relevant knowledge and practical hands-on business management skills to grow their businesses and
- ii) Objective 8: To build and strengthen the capacity of selected small tourism business owners in relevant knowledge professional and hard skills to grow their businesses.

A total of 198 members participated in the professional and hard skills training session across all five sites. Among these included; entrepreneurship skills, Basic Financial Management skills for small businesses; Managing Logistics and supply chains for your tourism business; People Management and Motivation; Quality Control and Standards; Business Communications Skills; Social media management and marketing Skills; Digital Literacy; Negotiating; Team Working; Integrity and Transparency. As a result of the training, the results poll conducted between December 2022 and January 2023 showed that the training triggered some immediate outputs and outcomes as further discussed below;

- Participants at some sites e.g., the cooperation of Tour transporters in Bonthe agreed to sign an oath of integrity and transparency towards their clients and tourists.

- Increased digital literacy. More respondents 80% agreed to being able to use digital marketing tools and platforms to display and market their tourism products and services e.g., Facebook, Instagram and TikTok.
- Nearly 80% of the respondents indicated that they were more knowledgeable and aware of the need for quality control, standards and assurance in their respective businesses but needed further insights and exposure in how to enhance their standards.
- A large proportion of the poll respondents (90%) indicated that they were more knowledgeable, aware and able to manage their logistics and supply chains for their tourism businesses as a result of the training. The testimony below further justifies this finding.



- Participants trained in various in Financial Literacy and Financial Management skills for tourism businesses development.

A total of 194 participants were trained in basic financial literacy and management skills for start-ups. Using available templates, the training consisted a variety of skills including; developing a simple budget, sales plan, investment plan, and costing of their business plan; developing relevant and timely books of accounts and financial reports collected, recorded, analyzed and interpreted; preparing and interpreting daily and periodical books of accounts and financial reports; access to finance and credit facilities as illustrated in the figure below;

Figure 43: No. of Participants Trained in Basic Financial Literacy and Management skills Across all Five sites.

Output Indicator	(What has been achieved as a result of the training? Indicate not applicable against any indicator found inappropriate for the training)				
	Bathurst Community	Bureh Beach Community	River Number 2 Beach	Leicester Peak Community	Bonthe Island
No. of Participants trained in Basic Financial Literacy and Management skills.	37 members	40	36	31	50
No. of Participants trained in tourism-related enterprises trained in access to financial services and business planning	37 members	40	36	31	50

Before the training, some participants were not able to account or perceive the viability of their tourism business due to lack of skills in financial literacy. After the training, some participants were keen to report an increase in their financial literacy e.g. In Bonthe island the councilor was able to account for their income and expenditure in the business to assess the level of their profit and sales and its viability.

Nearly all participants who attended the training in basic financial literacy and managements skills for their businesses agreed to being able to develop simple budgets, costing plans, investment plans related to their businesses. However, a larger proportion of the participants mentioned that they were still unable to prepare or interpret their business accounts and financial reports.

Overall, most business owners and managers were located within Bonthe island (86%), followed by river number 2 (68%) and Leicester peak (55%), which majority indicated the inability to prepare and interpret books

of accounts and financial reports used for effective planning of the business. This can be related to the literacy levels of each community and inadequate access to hands-on access to skills development opportunities.

Less than half of the business owners or managers (26%), said that finance and credit facilities were accessed using guidance provided from the training, networking events and outreach. overall, the lowest was in the Bonthe island (16%), followed by Leicester Peak (20%) and Bureh beach (26%) as shown in the table below. The low performance against this indicator was attributed to high business owner and manager interests in tourism business grants as opposed to loans from financial institutions which charge high interest rates and required collateral security for the loan. Other participants attributed this to inadequate BDS support, limited information on available grants and low literacy level and required additional hands-on support to access the financial services and credit facilities available to them.

Figure 44: Participants Opinion of the Financial literacy and Management Training Results.

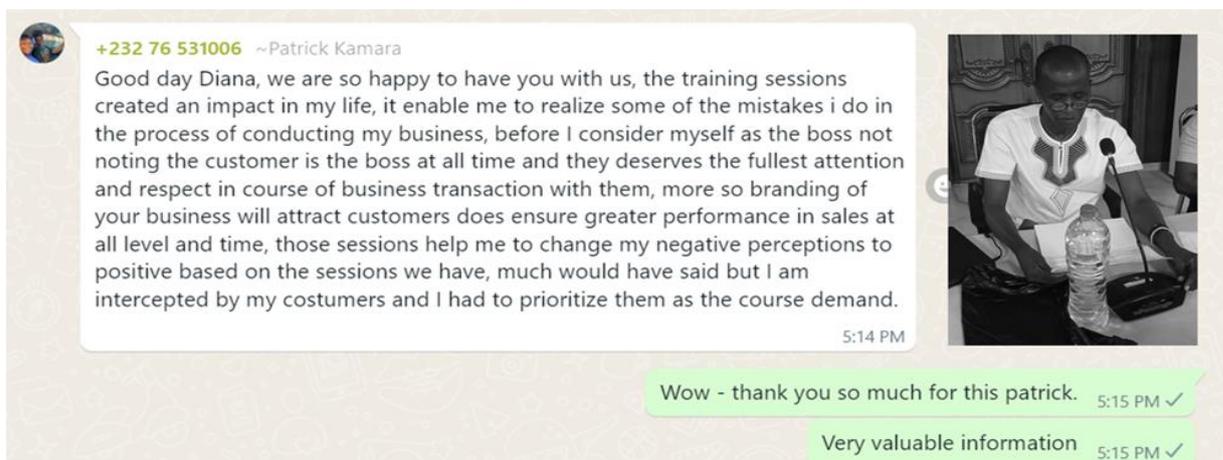
BDS Indicators	Bonthe Island		River Number 2		Leicester Peak		Bureh Beach		Average
	Yes	No	Yes	No	Yes	No	Yes	No	
Participants ability to develop a simple budget, sales plan, investment plan, and costing of their business plan.	82%	18%	95%	5%	96%	4%	91%	9%	91%
Participants ability to develop relevant and timely books of accounts and financial reports collected, recorded, analysed and interpreted	14%	86%	55%	45%	32%	68%	30%	70%	33%
Participants ability to prepare and interpret books of accounts and financial reports used for effective planning of the business	16%	84%	44%	56%	20%	80%	26%	74%	27%
Finance and credit facilities accessed using guidance provided from the training, networking events and outreach	16%	84%	44%	56%	20%	80%	26%	74%	27%

Facilitators across all sites also supported the provision of business development support to some businesses and service providers or participants whose businesses were located close or within the communities. The Business development services were however limited due to inadequate time and funding to support hands on business development support to participating businesses and hand holding of business owners through practical planning sessions.

- iii) Objective 9: To Empower participants build and strengthen the capacity of selected small tourism business owners in relevant essential soft skills in Tourism and Hospitality.

Overall, the essential soft skills in tourism and hospitality training benefited a total of 201 participants across all sites. Practical examples to demonstrate and equip participants covered; Essential Hospitality Skills in Tourism; Customer Service Skills; Creative Problem-solving skills for Tourism Business owners and operators; and Personal hygiene. The poll survey conducted between December 2022 and January 2023 found that participants at sites such as Leicester peak, reported reductions in employee – employee conflicts and customer complaints following changes in hygiene, communications, professionalism and customer service skills between restaurant business owners/employees who attended and customers; which translated into increased sales for the restaurant owners. The participant testimony from Bonthe Island below further illustrate some of these changes.

Figure 45: Testimonies of change by Participants in Bonthe Island.



cross-Cultural Competences improved across all Five sites with in-depth training in customer service and hospitality improved.

At sites such as Bonthe, participants were trained in how to accommodate tourists from various backgrounds and societies by way of accommodating and accepting their cultural disposition and variance which might often be variant from the local culture. However, participants reported some difficulty in handling some customers of different origin and inadequate Lingual abilities e.g., French, some English and others Chinese. This raised the need for additional culture awareness training and awareness for thriving tourism business to deepen operators understanding of cross-cultural fusion.

3.2 Overall results Participant Testimonies and Stories of Change.

3.2.1 Overall Results of the Training.

In January 2023, participants were asked to poll and vote against the potential results of the training upon their businesses. Overall, majority of the participants across all sites agreed that the SCB training programme empowered them with additional knowledge and skills to boost sales and turnover of their respective businesses and jobs. The participants further highlighted that the skills enabled the expansion of some supplier and customer networks e.g., for some Leicester peak craft traders using the linkages and networks with KMAs and marketing opportunities explored and learned during the program. While the above was validated across all sites, some reported an improvement in the creation of new employment opportunities for the enterprise and local people

Figure 46: Breakdown and percentage change of the specific BDP indicators

BDS Indicators	Bonthe Island		River Number 2		Leicester Peak		Bureh Beach		Average
	Yes	No	Yes	No	Yes	No	Yes	No	
Skills and knowledge used to boost sales turn over	100%	-	80%	20%	86%	14%	88%	12%	89%
Skills enabled expansion of supplier and customer network	88%	12%	92%	8%	82%	18%	87%	13%	87%
Skills and Knowledge acquired enabled creation of new employment opportunities for the enterprise and local people	63%	37%	82%	18%	74%	26%	73%	27%	73%
Enterprise staff and working conditions improved	75%	25%	83%	17%	70%	30%	76%	24%	76%
Increased number of buyers/transactions	67%	33%	74%	26%	67%	33%	69%	31%	69%
Skills in Tourism related information effectively utilised for business growth	82%	18%	95%	5%	96%	4%	91%	9%	91%

Overall, the poll survey found that on average 91% of the respondents to the poll survey agreed that the skills acquired in the SCB training influenced learning and were effectively utilized for business growth across all sites; 89% of the respondents across four sites indicated an increase in sales turnover; 87% agreed that the skills learned during the training enabled the expansion of supplier and customer networks; 76% agreed that the staff at their respective businesses and working conditions improved; 73% agreed that the skills and knowledge acquired enabled the creation of new employment opportunities for the enterprise and local people. For instance, the expansion of Vanko boat transporters in Bonthe Island promoted the recruitment of additional 4 youth as employees to operate two new boats in Bonthe island.

3.2.2 Unedited Stories of Change.

Category/indicators	Story of change
Overall Training Outputs.	<ul style="list-style-type: none"> “Before this time, I used to sew Children's Clothes for sale and I also makeup people. Just after the training, I learned a lot about What is tourism, negative and positive part of tourism, what is Business, Tourism product, Brand and Branding and Benefits of Branding.
Improved feedback and human resources management practices.	<ul style="list-style-type: none"> “As a manager, I have already started making follow-ups on guests to get real feedback. This has helped me improve on our service”. “I have also started having weekly meetings with the staff so that we can improve on the quality of service and customer care.”
Improved supply chain management.	<ul style="list-style-type: none"> “As for me i implement on recording every cost of goods i but and what will be the sales cost and the income i will make as an entrepreneur” Elizabeth Benga, Bureh Beach Community.
Increased No. of Cooperatives formed.	<ul style="list-style-type: none"> “As Boats owners We are about to form Boat owner’s co-operative to provide personal banking services including current account credit card and mobile loan. This was influences as part of the training” Vandy B Koroma, Bonthe Island Community Participant.
Increased product development, tourism attractiveness, sales and Revenue;	<ul style="list-style-type: none"> “We received lots of our local tourists from Freetown, Bo, Kenema etc. the tourists visited the Bonthe island and majority took photos at the sea view front for a fee which gained some local community members. On the 24th the sea view front attracted lots of tourists to hold picnics and dinner at the site for a fee and camp fees. At the moment progress has been made to meet and propose standard fees and management of the funds through the established committee responsible for tourism development on the island”. Patrick Kamara, Bonthe Island. We have a proposed project to transform the ancient slave trade boat to a tourist product where visitors will do photo shooting” Musa Nabieu and the Bonthe Island Committee. ’Yesterday I was a customer at Madora' s Local Restaurant, a bye product of the training. The restaurant Introduced a new product on their menu called the "AFTER 12" Food sales borne out of the Facilitator call for the participants to grab the opportunity and a new product in Bonthe Island. I was so proud to be a customer to an idea borne out of the training. The food was very sumptuous and I encouraged you to support her in marketing her business and also encourage you to put into practice the plenty initiatives the training has provided”. Musa Nabieu, Bonthe Island Facilitator.
Increased employment opportunities.	<ul style="list-style-type: none"> “I employed 3 youth for take care of the Boat just to give best service to our costumer” Vandy B Koroma”

<p>Increased number of new tourism businesses established”</p>	<ul style="list-style-type: none"> ▪ “Deborah who established a local restaurant as a result of training” .Mr. Patrick Kamara. Chairman Bonthe Island.
<p>Increased Utilization of Social Media marketing tools and platforms.</p>	<ul style="list-style-type: none"> ▪ “Before the training, I did not have a social media account to advertise my small business that I am doing. We were told to open social media accounts with campaigns, I did me after the training and guess what 😊. Last year December 2022, this triggered a big push in my sales and revenue Myyyyyyyyyy Godddddd. I got a lot costumers coming to me for makeup and Clothes. And with all the money I collected in December 2022, I was able to raise and save enough capital to start up another business which I will be buy rappers for sale. My life will never be the same again”. Theresa Blake, Seamstress and makeup artist, Bonthe Island. ▪ “Before the training, we hardly made any efforts to be known even in our most immediate market. We have now re-designed our brochure to describe to our potential customers what we really stand for and our value proposition. We have also used the knowledge learned during the session on market segmentation to re-define our service offering. This we envisage will enable us attract new opportunities within the market” – Patrick Kamara, Chairman, Bonthe Island.
<p>Improved Financial Literacy and Financial Management Skills for Small businesses.</p>	<ul style="list-style-type: none"> ▪ Before this time, I used to do small business but I used to eat all the profit and even the capital that I use to start the business with. But now I'm wise 😊 I don't do such as I am more financially literate. All thanks to Tourism, we are really grateful Ma'am”. Theresa Blake, Seamstress and makeup artist, Bonthe Island.
<p>Increased number of tourism brands across all five sites.</p>	<ul style="list-style-type: none"> ▪ “Branding and marketing were good eye openers for my tourism business. I had marketing and branding materials but they were not communicated to my customers in the most appealing manner. Since the training on marketing and branding, many things about our business have changed, from better valued communication materials such as brochure, website, billboards and also the social medial channels are being used to attract and retain our customers. We now anticipate a high change in business and cash-flows in the next season.” – Manager, River Number 2 Beach Community. ▪ “The lessons on Branding and marketing enabled us improve our brand appeal and how we offer or our products to the market. We have since identified areas in branding and marketing for our guest house that need improvement and have since worked on them. Consequently, we have gone a step ahead to print more materials include T-shirts and caps, brochures and catalogues for our business. We will grow further with this investment and we are very proud to have participated in this training programme” – Jackie, Bonthe Island

4 Challenges, Programme Sustainability, Lessons Learned and Recommendations in Programme delivery.

4.1 Overall Programme Implementation Challenges.

- Poor programme perception by beneficiaries attributed to Inadequate awareness of the purpose of the training programme. For instance, some participants perceived the programme as a political give back or as a means to grab the land.
- Low perceptions of Tourism as source of formal employment and means of livelihood, especially by the youth participants.
- Low and varying Literacy levels which limited Learning effectiveness.
- Inadequate supply of training logistics e.g., stationary materials and handouts
- Poor and uncondusive training facilities across all sites, some of which were difficult to access due to poor road network as reported in Bathurst community, River number 2 beach community site.
- Inadequate involvement of some tourism stakeholders e.g., MoTCA, NTB and SMEDA in the design, selection, implementation, monitoring and supervision of the training programme. This was limited in part due to inadequate funding and limited allocation of human resources from the entities.
- Most training modules were covered in a short time (1 day) due to inadequate funding. Some participants highlighted that this may have impeded effective learning and practice the skills learnt.
- Some Tourism business owners-managers were sending representatives who would otherwise have limited capacity to influence decisions regarding business improvements. This otherwise deterred progress in the implementation of some of the expected programme results. For example, some representatives would request to first consult with the real owner-managers before endorsing any document e.g., business plans.
- Besides, not all participating tourism business owners-managers/representatives managed to attend the trainings and Networking events on a regular basis. In some sites such as Bonthe island, participants were concerned about the trainings being wide spread which made it difficult for them to travel daily.
- Outreach support was very limited given a short facilitator beneficiary ratio and inadequate time to ensure support to many participants scattered in a given community.
- Poor time participant management. This was attributed to long distances to the training venue, for example, River No. 2 and Bureh beach communities.

4.2 Other CBT Challenges

- Some success indicators of the programme may be hard to achieve due to weak law enforcement capacity for both social and environmental related issues along the sites and political interference e.g., the theft of the public street lights by private individuals saw no action to reprimand the culprits at sites such as Bonthe and Rn2.
- Inadequate knowledge and awareness on how to secure contracts or concessions with the government for the maintenance of local community tourism structures. Participants rather expressed fears
- Selection and guest speakers and KMAs declined the invitations due to short notice communications. This sometimes left the facilitators with no choice but to choose from the participants themselves. The KMAs selected were only those that other MSMEs looked up to and were willing to present to the participants based on the day's theme.
- Poor telecommunication services and poor road surfaces and network in some of the communities or site areas and logistical difficulties were encountered by some participants and facilitators.

- In addition, some sites e.g., Bonthe had no maintenance plans in place for existing historical monuments, relics and sites due to lack of funding and leadership structures to ensure their maintenance. Establishment of maintenance and management committees across all sites is important to promote the restoration and preservation of the cultural and historical products.
- Participants also highlighted barriers in the registration of formal community groups and associations, which often requires lots of documentation, complexity and bureaucracy at the local council level. In addition, participants highlighted inadequate funding and awareness of the need to register social groupings at the local council level.
- Inadequate funding (Seed Funding) to support business development services across the newly established cooperatives and associations.

4.2.1 Site Level Challenges During the training program.

Site	Challenges
Bonthe Island.	<ul style="list-style-type: none"> ▪ Language Barrier as some participants were predominantly Mende speakers this was resolved by the co-facilitator and time was constrained in between. ▪ The Training days schedules were not convenient as they had market day the trainings were rescheduled from Monday to enable them do their market activities. ▪ The quality of services in Bonthe are substandard or generally poor e.g., accommodation facilities, as a result, some of the employees share experiences that owners do not provide the necessary opportunities to provide services to the customers. Hence, it is difficult to implement the lessons learned from the programme as some of the staff were not part of the training or part of their vision, this does not reflect on their job. ▪ Long distances to the training centre ▪ Shortage of proper Transportation facilities, some participants had to trek to the training centre daily which is far and affected the starting times on some days. Inconvenient boat schedules which is not favourable for tourist and participant movement into and out of the island. ▪ Poor communication network which limited effective communication between facilitators, participants and the training team, this also impeded effective coordination of the training programme. ▪ Poor Electricity supply which required hiring of a generator on a daily basis to support PowerPoint presentations. ▪ Facilitators experienced Ant bites and ant venom due to “champion” bites. ▪ Political interference as some leaders felt the need to influence the selection process by political affiliation.
River Number 2 Beach community.	<ul style="list-style-type: none"> ▪ Poor road access to No. 2 is deplorable despite maintenance works by the local community. This limits tourism activity within the site area. ▪ Some participants were in class but also on duty. Some had to serve guests and visitors during the training, which may have limited effective learning. ▪ Some sites e.g., RN2 had many transitions of power at the local government level which affects programme sustainability. ▪ Logistical challenges e.g., inadequate supply of flipcharts and stationery ▪ No reliable electricity supply to support power point presentation ▪ Low participant motivation sighting low transport refund le 30 and poor-quality food supplies. This was eventually increased from 30 to 40 leones but still yielded no results in participant motivation. Other participants expressed concerns about the quality of the food supplied during the programme. ▪ Failure to attract quality motivational speakers, KMAs and guest speakers due to lack of attractive compensation and transport allowance packages and inadequate social capital. ▪ Furthermore, Promotion and selection of participants mainly targeted members from within the RN2 community as the preferred participants of the programme. This limited membership diversity in the subsequent selection process.

Site	Challenges
Bureh beach Community	<ul style="list-style-type: none"> ▪ Lack of sufficient learning aids; Facilitator ensures that he provides adequate learning methods or skills that simplifies every given concepts/session dealt with. ▪ Facilitator in Bathurst community further expressed issues in the long distance to Bathurst to reach Bureh Community which affected the starting time of the training despite early set off times. ▪ Interpersonal Conflict of Participants; facilitator would always advice for every participant to respect the views, opinions and interests of each other
Leicester peak.	<ul style="list-style-type: none"> ▪ Inadequate supply of training materials ▪ Inadequate programme funding to sustainably attract participants and quality key note speakers. ▪ Low perception of Tourism as source of formal employment and means of livelihood. At the start of the programme, a number of participants were engaged in tourism without a choice. ▪ Learning effectiveness was limited due to low and varying Literacy levels. ▪ Inadequate supply of materials and handouts. ▪ Inadequate exposure and the lack of seminars or understanding of how social media can add value to even their own businesses. ▪ Inadequate understanding of how to package their own businesses. E.g., heritage tourism in Leicester can easily be marketed to tourists as the starting point. ▪ Poor and uncondusive training facilities across all sites, some of which were difficult to access due to poor road network e.g., Bathurst community, River number 2 beach community site. ▪ Differences in educational Backgrounds of the participants. ▪ Inadequate understanding of the purpose of the training programme. ▪ Lack of clarity of some local administration jurisdictions. Leicester peaks administrative jurisdiction falls under both rural and urban Freetown. This affects decision making as some structures formed are dependent on already existing community governance structures.
Bathurst Community	<ul style="list-style-type: none"> ▪ Inadequate supply of training materials ▪ Land conflicts between the community and the Proprietors of the Tacugama Sanctuary which sill raises issues on the participation of the local community in everyday utilization of the site as an attraction and future tourism opportunities. ▪ High Participant expectations of the program beyond training to include financial packages ▪ Road access to the training site and the sanctuary is a challenge especially for the facilitators, invited guest speakers and contractors.

4.3 Program sustainability measures, recommendations and Lessons Learned.

4.3.1 Program sustainability Measures.

- Consideration of a diversity of participants during the selection of potential beneficiaries ensures more effective learning between persons of different ages, gender and business categories as opposed to involving solely employees who are often fluid in their interest for employment and the selection of beneficiaries beyond the sites. Targeting a fairly larger tourism businesses, business owners and a mix of senior and youth membership programme ensures learning effectiveness and sustainability.
- Development and maintenance of a database of the trained beneficiaries and business owners' eases sustainability and traceability of the programme beneficiaries and avoid duplication of beneficiaries at the respective sites.
- Maintenance of contacts of leadership and executive committee personnel eases community-based programme implementation and follow-up action.

- Provision of Scholarship schemes and dedicated tourism training facilities especially hard to reach areas such as Bonthe Island to facilitate the growth and development of a mass of skilled human capital in various tourism fields and sectors.
- Post programme monitoring and follow up missions of the training programme should ensure involvement of the respective training facilitators to ensure continuity and sustainable engagement of the respective communities and sites.
- Managing participant expectations for the programme was challenging during the training programme. Facilitators communicated the purpose of the training and ensured understanding of the training objectives in terms of tourism development. Emphasis was placed on the opportunities for tourism development that have to benefit market growth and increased income. In addition, some Participants expected to receive start up kits and seed funding after the training. This was resolved with awareness raising of the purpose and objectives of the training programme which alleviated all negative perceptions etc.

4.3.2 Documented Lessons Learned.

- Majority participants are interested and enthusiastic about the training. This implies that more people would be interested in receiving the training and should thus be scaled up in number and to other sites.
- Long term projects extended with additional and dedicated business development support e.g., two years yield deeper and better results than short term training programmes delivered under one year. A six months Programme being compressed into three months led to some of the elements, for example, the outreach support not to be fully utilized.
- The use of Krio as a major language and fully making the training very participatory and interactive which makes the training more effective and efficient for all participants to ensure learning.
- The use of experienced guest speakers and key market actors is very key players around in adding great value, particularly to the training and should thus be maintained for similar programmes in the future.
- Participant involvement and sustained attendance is encouraged with the availability of attractive incentives e.g., transport allowances and good food.
- Availability of a diversity of knowledge, skills and the ability to deliver some specialised skills and BDS support by the facilitators enables the delivery of full and all rounded training and BDS support benefits. For example, the added capacity to design and host websites which is very necessary in the development of online based markets.
- Apportionment of a stipend to representatives from key stakeholder institutions encourages full time participation in the monitoring and quality assurance of the training programmes e.g., MoTCA.
- Organizational structures have been formulated to develop and promote the formulation of tourism activities on the island, this ensures that people have confidence to focus on tourism development as a means of livelihood on the island.
- Low interest in tourism development lack of awareness of the benefits of training. However increased training and awareness of the benefits of tourism opens up mindsets and opportunities for local communities to increase their income.
- The composition of a diversity of skillsets among the facilitation team i.e., tourism experts, gender experts, financial management experts, environmental management experts, gender and social development experts, marketing and enterprise development experts ensures completeness and

effectiveness in learning and comprehensive delivery of trainings to beneficiaries and should be adopted from the start during the design of similar sustainable tourism development programmes.

- The selection and establishment of local community-based tourism development committees ensures effective programme monitoring, follow up of ground initiatives and supports programme sustainability.
- Consideration of the provision of start-up capital or seed funds to participants eases the transition from skills to reality which is a much-needed platform.
- Refresher trainings to support continuous improvement in knowledge, skills and practical business development abilities is encouraged. Most importantly, support and encouragement of Site visitations and exchange programmes at the community and national level deepens and fosters practical learning and business development.
- Development of Tourism development master plans for the selected sites encourages planned follow up action.

4.3.3 *Recommendations for Future programme Implementation.*

- Support continued BDS skills development and outreach programmes e.g., product development, business development support, financial management, soft skills development and brand identification and development of tourism related brands, and community brand development.
- In addition, future BDS trainings should consider organizing visits to some of the success stories within and outside the region to better learning of the participants i.e., exposure visits. Sites such as Leicester and Bureh peak indicated the need for continuous BDS support over brand development.
- Encourage and support increased involvement of some tourism stakeholders e.g., MoTCA, NTB and SMEDA in the design, selection, implementation, monitoring and supervision of the training programme was limited due to inadequate funding and limited availability human resources from the MoTCA which limits sustainability and skills transfer.
- Facilitate follow-on action on identifying means for participants to access finance and credit and disseminating the related details to the participants.
- Support the resolution of key issues in some sites ahead of construction of the proposed physical infrastructure e.g., land tenure issues at some sites such as Bathurst/Tacugama chimpanzee sanctuary which has been cause for conflict between key participants and the reigning site managers.
- Support the repair and refurbishment of existing social, tourism and infrastructure amenities and heritage sites e beyond the existing programme development scope.
- Support the provision of bespoke community-based tourism trainings at the local level is important i.e., design trainings specifically targeting hoteliers and accommodation owners, Tour guides, Transport owners in tourism to yield standardized and specialised trainings for beneficiaries across specific sectors.
- Support the establishment of monuments and relics committees across all sites for the preservation of existing cultural and historical heritage products. The committees will also ensure establishment and funding of this role at specific sites such as Bonthe island.
- Occasional engagement of the newly established local tourism executive committees and provision of skills development trainings and funding will enable consistency in the monitoring and follow up of the trained participants and community-based tourism programmes across all sites and communities. In addition, provision of working tools such as smart phones and transport facilities to local tourism executive committees is also expected to encourage continued programme implementation and effective follow up action.

- Given the success and appreciation of the SCB training across all sites, the project should work closely with the local facilitators and local administration committees to extend similar trainings to other small and medium businesses in the selected Tourism Development communities. A suitable budget to ensure facilitation of the services by the local trainers should also be a key consideration for the sustainability of the programme.
- Support the documentation, institutionalization and display of bylaws, rules, guidelines and codes of conduct at each site or community in collaboration with the responsible local councils. i.e., le 500,000.
- Support Joint action between local environment and social safeguards institutions to support local communities in the enforcement of environmental conservation and social safeguards laws and policies.
- A Guest Speakers and KMAs schedule should be developed ahead of the training or the networking events. This should be communicated to them earlier to attract good resources in honour of the programme's invitations. Provide more attractive budget offerings for participants and key note speakers in future programmes to ensure sustainability.
- Support the development of training and incubation sites and centres of excellence e.g., marketing centres to extend learning opportunities for new and existing tourism businesses to support more learning needs of literate and illiterate participants.
- Future trainings should consider more-time and prioritization of hands on BDS support for trainings such as Entrepreneurship and financial literacy/management to ensure learning and institutionalization of the training outputs. Providing additional financing and support to participants for extended business development support and business growth to deepen the results of each learning process.
- Scale up the coverage and number of programme participants within the selected communities for sustainability.
- Future Development programs at the respective sites should target participants that have been involved in the previous ongoing training at the sites to ensure sustainability and traceability.
- The training materials should be developed and shared with all the trainers at least a week in advance to enable adequate internalization instead of the current practice of two day's advance sharing of the training materials.
- The Programme should also consider separating the categories / classifications of beneficiaries into small, medium or specialised cohorts e.g., accommodation, restaurants transporters etc. Separate trainings may be organised for the small and Medium Enterprises which may also be differentiated from the Micro enterprises by virtue of their level in business growth and education/literacy levels. The two should then be brought together during the networking events.
- It is highly recommended that the department of classification at the national tourism board to pay attention to the accommodation sector in Bonthe island to promote the development and establishment of more standard accommodation facilities on the island.

APPENDIX.

Appendix 1: The Training Modules and Training Plan.

Table 1: General Schedule of Activities.

Daily Activity	Details	Time	Time allowed	Responsibility center
Start	Arrival of Participants	9:30am – 10:00am	30 minutes	All Participants and facilitators
Opening of the programme	<ul style="list-style-type: none"> Opening Remarks from Respective Officers Introduction of the Project Project flag off Introduction of participants 	10:00am – 10:30am	30 minutes	SLEDP
Tea break	Tea Break	10:30am – 11:00am	30 minutes	All Participants
Training Sessions	Training Sessions	11:00am – 2:00pm	3 hours.	Session Facilitator
Lunch and close of day/Session	Lunch Break and Close of Day/Session	2:00pm – Close	Lunch Break and Close of Day/Session	Lunch Break and Close of Day/Session.

Figure 47: Training Modules and Sessions.

Module	Session	Details	No. of Days	Timelines.	Bonthe Island	Bureh Beach	Leicester Peak	Bathurst Community	River No.2 Beach	Deliverables
Opening of the programme	Session 0: Getting Started	<ul style="list-style-type: none"> Opening Remarks from Respective Officers Introduction of the Project Introduction of The Participants Project flag off 	Week 1 (Day 1)	30 minutes	William Dauda	Sabiatsu Bakar	Mary Jalloh	Tamba (MoTCA)	Henson	<ul style="list-style-type: none"> Community sites including, Bonthe island supported in the development of social capacity tools and instruments.
Module 1: Introduction to Tourism	Session 1: Introduction to Tourism.	<ul style="list-style-type: none"> Introduction to tourism. Tourist Motivation - Why Do Tourists Come? Types of Tourism. 	Week 1 (Day 1)	3.30 Hours	Nabieu Musa Bangura.	Charles Keif Kobai	Aleece Cooper Allisan	Bintu Kanneh John Fella h	George Mustafa	

Module	Session	Details	No. of Days	Timeline s.	Bonthe Island	Bureh Beach	Leicester Peak	Bathurst Community	River Beach	No.2	Deliverables
m and Social Capacity Development		<ul style="list-style-type: none"> Sierra Leone as Tourist Destination. Community based tourism. 									<ul style="list-style-type: none"> Shared goals, mission and Vision developed for all Five sites. Resident tourism Leadership committees established for all Five sites. Governance Structures (Organizations and Advocacy groups e.g., local councils, CBOs, CSOs and Associations)
	Session 2: Building Community Social capacity and Governance Structures:	<ul style="list-style-type: none"> Understanding Community Dynamics and Social Capacity. Role of the Community in Community Based Tourism development. Forming Community Tourism Governance Structures. Setting a Vision, mission, and development objectives for tourism development. Community Action Planning and setting Performance Indicators. Collaboration, Partnerships and networking for Community Tourism Development. 	<ul style="list-style-type: none"> Week 1 (Day 2 and 3) 	<ul style="list-style-type: none"> 8 hours 	<ul style="list-style-type: none"> Diana Katto Theresa Satta 	<ul style="list-style-type: none"> Charles Keif Kobai Christiana 	<ul style="list-style-type: none"> Aleece Cooper Allisan 	<ul style="list-style-type: none"> Bintu Kanneh John Fella h 	<ul style="list-style-type: none"> George Mustafa 		

Module	Session	Details	No. of Days	Timelines	Bonthe Island	Bureh Beach	Leicester Peak	Bathurst Community	River Beach	No.2	Deliverables
											established for all Five sites. <ul style="list-style-type: none"> ▪ Formal and informal Rules policies, laws and regulations established. ▪ Strategic Partnerships Networks, promotion and collaboration Capacity formed for all Five sites. ▪ Cross-Cultural Competences developed

Module	Session	Details	No. of Days	Timelines.	Bonthe Island	Bureh Beach	Leicester Peak	Bathurst Community	River Beach	No.2	Deliverables
											for all Five sites. <ul style="list-style-type: none"> ▪ Community Capacity and governance structures to develop and provide social services and social infrastructure e.g., access roads, youth development Centers developed. ▪ Resource Mobilization plans and Capacity developed.

Module	Session	Details	No. of Days	Timeline s.	Bonthe Island	Bureh Beach	Leicester Peak	Bathurst Community	River Beach	No.2	Deliverables
		Key Market Actors	Week 1	3 days							
		Programme Monitoring Schedule	Week 1	3 days	William Dauda	Sabiatu Bakar	Mary Jalloh	Tamba (MoTCA)	Henson		None
Module 2: Sustainable Community Tourism Development and Management.	Session 3: Sustainable Community Tourism.	<ul style="list-style-type: none"> ▪ Sustainable Tourism. ▪ Effective Business Management in tourism? ▪ Socio-Economic Sustainability in tourism? ▪ Natural Heritage Sustainability in Tourism? ▪ Social-Cultural Sustainability, Gender Sensitivity and Responsiveness in CBT. ▪ Environmental Sustainability in tourism? ▪ Tourism infrastructure Assets and site development plans for your community? ▪ Developing a Community Based 	Week 2	10 hours	<ul style="list-style-type: none"> ▪ Nabieu Musa Bangura ▪ Theresa Satta 	<ul style="list-style-type: none"> ▪ Charles Keif Kobai ▪ Christina 	<ul style="list-style-type: none"> ▪ Aleece Cooper ▪ Allisan 	<ul style="list-style-type: none"> ▪ Bintu Kann eh ▪ John Fella h 	<ul style="list-style-type: none"> ▪ George Mustafa ▪ Diana Katto 	<ul style="list-style-type: none"> ▪ Weekly Activity Report ▪ Participants facilitated to develop their Tourism Code of Conduct ▪ Gender Action Plan ▪ Environmental Action Plan ▪ CBT plan 	

Module	Session	Details	No. of Days	Timeline s.	Bonthe Island	Bureh Beach	Leicester Peak	Bathurst Community	River Beach	No.2	Deliverables
		Tourism Code of Conduct.									
		Key Market Actors	Week 2	3 days							
		Programme Monitoring Schedule	Week 2	3 days	Sabiatu Bakar	Mary Jalloh	William Dauda	Henson	Tamba		None
Module 3: The Business of Tourism.	Session 5: The business of Tourism	<ul style="list-style-type: none"> Industries or types of businesses involved in Tourism. Developing a Tourism Product – From Nothing to something. Community Based Tourism Products and Experiences. Branding your tourism product or business and Benefits of Brand Building: 	1 Days	5 hours	<ul style="list-style-type: none"> Nabieu Musa Bangura Theresa Satta 	<ul style="list-style-type: none"> Charles Keif Kobai Christiana 	<ul style="list-style-type: none"> Aleece Cooper Allisan 	<ul style="list-style-type: none"> Bintu Kanneh John Fella h 	<ul style="list-style-type: none"> George Mustafa Diana Katto 	<ul style="list-style-type: none"> Weekly Activity Report Participants facilitated to develop their marketing plans. %Age of participants supported 	
	Session 6: Destination Marketing.	<ul style="list-style-type: none"> What is Destination Marketing Developing your Destination Marketing Plan and Marketing Campaign 	2 days	10 hours	<ul style="list-style-type: none"> Nabieu Musa Bangura Theresa Satta 	<ul style="list-style-type: none"> Charles Keif Kobai Christiana 	<ul style="list-style-type: none"> Aleece Cooper Allisan 	<ul style="list-style-type: none"> Bintu Kanneh John Fella h 	<ul style="list-style-type: none"> George Mustafa Diana Katto 	<ul style="list-style-type: none"> Weekly Activity Report Participants facilitated to develop their 	

Module	Session	Details	No. of Days	Timeline s.	Bonthe Island	Bureh Beach	Leicester Peak	Bathurst Community	River Beach	No.2	Deliverables
											marketing plans. <ul style="list-style-type: none"> %Age of participants supported
		Key Market Actors	Week 3	3 days							
		Programme Monitoring Schedule	Week 3	3 days	Henson	Tamba	William Dauda	Sabiatu Bakar	Mary Jalloh		None
Module 4: Essential Hard Skills for your Tourism Business.	Session 7: Entrepreneurship Skills.	<ul style="list-style-type: none"> Who is an entrepreneur? The Roles of Entrepreneurs in The Society. Different types of entrepreneurs What is Entrepreneurship in Tourism? Identifying Tourism business opportunities in your community Starting your Tourism Business. Planning for your business. Growing your Tourism Business. 	2 days	10 hours	<ul style="list-style-type: none"> Nabieu Musa Bangura Theresa Satta 	<ul style="list-style-type: none"> Charles Keif Kobai Christiana 	<ul style="list-style-type: none"> Aleece Cooper Allisan 	<ul style="list-style-type: none"> Bintu Kanneh John Fella h 	<ul style="list-style-type: none"> George Mustafa Diana Katto 	<ul style="list-style-type: none"> Weekly Activity Report Business Participants facilitated to develop their plans. %Age of participant supported 	

Module	Session	Details	No. of Days	Timeline s.	Bonthe Island	Bureh Beach	Leicester Peak	Bathurst Community	River Beach	No.2	Deliverables
	Session 8: Business Management Skills for your Business.	<ul style="list-style-type: none"> Basic Financial Management skills for small businesses. Managing Logistics and supply chains for your tourism business. People Management and Motivation. Quality Control and Standards. 	2 days	10 hours	<ul style="list-style-type: none"> Nabieu Musa Bangura Theresa Satta 	<ul style="list-style-type: none"> Charles Keif Kobai Christiana 	<ul style="list-style-type: none"> Aleece Cooper Allisan 	<ul style="list-style-type: none"> Bintu Kann eh John Fella h 	<ul style="list-style-type: none"> George Mustafa Diana Katto 		<ul style="list-style-type: none"> Weekly Activity Report
		Key Market Actors	Week 4	3 days							
		Programme Monitoring Schedule	Week 4	3 days	Sabiatu Bakar	Mary Jalloh	William Dauda	Henson	Tamba		None
	Session 9: Professional Skills for your Business.	<ul style="list-style-type: none"> Business Communications Skills. Social media Skills. Digital Literacy. Negotiating. Team Working: Integrity and Transparency. 	2 days	10 hours	<ul style="list-style-type: none"> Nabieu Musa Bangura Theresa Satta 	<ul style="list-style-type: none"> Charles Keif Kobai Christiana 	<ul style="list-style-type: none"> Aleece Cooper Allisan 	<ul style="list-style-type: none"> Bintu Kann eh John Fella h 	<ul style="list-style-type: none"> George Mustafa Diana Katto 		<ul style="list-style-type: none"> Weekly Activity Report Social Media Accounts established Communication Capacity, Information, Learning

Module	Session	Details	No. of Days	Timeline s.	Bonthe Island	Bureh Beach	Leicester Peak	Bathurst Community	River Beach	No.2	Deliverables
											and Use of Data Instrumen
		Key Market Actors	Week 5	3 days							
		Programme Monitoring Schedule	Week 5	3 days	Sabiata Bakar	Mary Jalloh	William Dauda	Henson	Tamba		
Module 5: Essential Soft Skills for Tourism and Hospitality Businesses Owners	Session 10: Essential Soft Skills for Tourism and Hospitality	<ul style="list-style-type: none"> Essential Hospitality Skills in Tourism. Customer Service Skills. Creative Problem-solving skills for Tourism Business owners and operators. Personal hygiene. 	3 days	15 hours	<ul style="list-style-type: none"> Nabieu Musa Bangura Theresa Satta 	<ul style="list-style-type: none"> Charles Keif Kobai Christiana 	<ul style="list-style-type: none"> Aleece Cooper Allisan 	<ul style="list-style-type: none"> Bintu Kanneh John Fella h 	<ul style="list-style-type: none"> George Mustafa Diana Katto 	<ul style="list-style-type: none"> Weekly Activity Report 	
		Key Market Actors	Week 6	3 days							
		Programme Monitoring Schedule	Week 6	3 days	William Dauda	Sabiata Bakar	Tamba	Henson	Mary Jalloh		None
	Final Reporting and Closure	Final Reporting and Closure	Week 7	7 days	Nabieu Musa /Samuel Byrne	Charles Keif / Samuel Byrne	Aleece Cooper / Samuel Byrne	Bintu Kanneh / Samuel Byrne	George Mustapha / Samuel Byrne		Final Programme Report
Total			17 Days	85 hours							

Appendix 2: Database of the trained beneficiaries

No	Name	Community	Designation	Qualification	Tel
Bathurst Community					
1	Mustapha Kpangay	Bathurst	Transport/Taxi Driver	Senior Secondary school Level	076657705
2	Helen Browne	Bathurst	Restaurant/ Retail store owner	Senior Secondary school Level	077714885
N3	Mohamed Kallo	Bathurst	Arts and craft-Sandal designer	Did not go to school	034025916
4	Abu Bakarr Sesay	Bathurst	Bike Rider	Primary level	088308775
5	Sheku Manneh	Bathurst	Arts & Craft designer-local chair	O levels	076051713
6	Abu Sam-King	Bathurst	Arts & Craft-picture frames and decoration	Dip in Painting and Decorating -CPA	076432440
7	Lansana Lukulay	Bathurst	Transport/Keke Rider	WASSE	077585811
8	Mohamed Fofanah	Bathurst	Transport/Keke Rider	WASSE	077521752
9	Mariama Jalloh-Babao	Regent	Business-drinks & provision items	Dip Business Studies	030623636
10	Safarat Kamara	Bathurst	Arts & craft-Bead work, Bags, shoes etc	BECE	075289896
11	Yunkin Babao	Bathurst	Restaurant/Bar-Drinks and soup	Did not Go to school	076566000
12	Mohamed M Kanneh	Bathurst	Transport/Bike Rider	WASSE	033961124
13	Rebecca Macauley	Bathurst	Restaurant -food, drinks etc	Senior Secondary School level	076651054
14	Kowa Kemah	Regent	Bike rider	BECE	076826896
15	George Blango	Bathurst	Village Dev. Committee-Secretary	B.Sc. in Banking & Finance	076297142
16	Theophilus Johnson	Bathurst	Village Dev.Com-Headman	Association of Business Executive London Level 5 Institute of Public administration and Management.	076926493
17	Rebecca Woodie	Bathurst	Restaurant-Food and Drinks		078440413
18	Musa Pokawa	Bathurst	Tour-guide-?????????	BSc-Banking & Finance	079832167
19	Joseph Kanu	Bathurst	Village Dev.Com-Youth Rep	Dip Procurement	077495933
20	Michael Conteh	Bathurst	Business/Retail?????	Pupil	080469815
21	Alfred Johnson	Regent	Special service provider-DJ Universal Radio	Basic Educ.	077438076
22	Raymond Bamie-Williams	Bathurst	Special Service Providers-Producer	Senior Secondary School Graduate	099474871
23	Emmanuel Sam	Bathurst	Special Service Providers-Auricularis-produce flowers, vegetables etc Tour -Guide	Certificate in Marine Technician	076186629
24	Claudius Thomas	Bathurst	Hotel & Guest House-Manager	Senior Secondary School Graduate	034088478
25	Ransford Wilson	Bathurst	Special Service Providers-Musician	Certificate in Sea Technician	030340500
26	Abdul Joseph Lombie	Bathurst	Transport/Keke	Dip. In Bible Studies	077561010
27	Alex Samu	Bathurst	Special Service Providers Show presenter/entertainer	Dip in Computer soft ware	078615120

No	Name	Community	Designation	Qualification	Tel
Bathurst Community					
28	Sampa	Bathurst	Special Service Providers-Cultural group	Contact for Sampa - Mrs Theresa French-078767539	
29	Alie Bangura	Bathurst	Business-Recharge card seller	Senior Secondary School Graduate	030246673
30	Thomas Joe Lansana	Bathurst	Tour-Guide	BSc Banking & Finance	078701596
31	Angela Pratt	Bathurst	Hair dresser	Senior Secondary School	076274616
32	Mrs Theresa French	Bathurst	Business-shop owner drinks/Women's Rep Bathurst	Senior Secondary School Graduate	078767539
33	Victoria Coker	Bathurst	Business-Petty Trader	Junior Secondary Level	099752478
34	Mary Williams	Bathurst	Business-Petty Trader-shoe, drinks etc	Senior Secondary School level	076230952
35	Alhaji Marrah	Bathurst	Transport/Private Car renter-DAXX Investment Limited	Final year Sociology student at FBC	076646960
36	Holima Punga	Bathurst	Electrician	Senior Secondary School level	074611941
37	Alhaji Osman Conteh	Bathurst	Pupil????	Pupil	031945304
38	Dugba Sesay	Bathurst	Transport/Private Car renter-DAXX Investment Limited	University Graduate-Business & Information Technology-Njala	077644201
39	Francess Browne	Bathurst	Hotel & Tourism	Final year student at college of Tourism in Freetown	033989173
40	Sheriff David Conteh	Bathurst /Wilberforce	Business-Food & Drinks with a bar	Business -registered with City Council Secondary school level	088874454
41	Abu Bakarr Sesay	Bathurst	Business-Recharge cards	WASSE	031468755
42	Elizabeth Pessima	Bathurst	Business-catering, Interior Decoration, Arts 7 Craft-bead work	Recent graduate from Women Vocational Training Centre	080651466
43	Juliana M, Thomas	Bathurst	Business-Catering, selling fried fish, cake chicken etc.	YWCA graduate	077278412
44	Margaret Thomas	Bathurst	Business-food and drinks	Did not go to school	077278412
45	George John Samuel Sam	Bathurst	Transport/Driver???? No vehicle for now	WASSE	030405452
46	Mattu Tortu	Bathurst	Catering Hospitality & Tourism (House Keeping and bar tender	WASSE	080811323
1	Joseph Jalloh	No 2 Amp West	Headman	Tertiary	088954631
2	Hannah Bell	No2 Beach pool	Women's Rep	Secondary	077440715
3	Emmanuel Kamara	No.2 Beach	Youth chairman	Secondary	034482186
4	Rosaline King	No. 2 Beach	Mammy Queen	Secondary	080367108

No	Name	Community	Designation	Qualification	Tel
Bathurst Community					
5	Alpha Bendu	No2 Soja Town	Keke owner	Secondary	033352754
6	Mohamed Kamara	No 2 Beach	Boat Owner	Secondary	
7	Wahid Dumbuya	No2 Beach	Taxi Owner	Secondary	034918867
8	Bai Fofanah	No2 Beach	Bike Rider	Secondary	080168105
9	George Hope	No2 Beach	Car rental	Secondary	080631335/074720204
10	Issa Kabba	No2 Beach	Tailor -Arts & Craft	Secondary	034152698
11	Cherenor Jalloh	No2 Beach	Tailor -Arts & craft	Secondary	034609420
12	Musa Bangura	No2 Beach	Tailor -Arts & craft	Secondary	079761816
13	Abdul M. Simbo	No2 River	Carver	Secondary	034609390
14	Ibrahim Fofanah	No2 Beach	Tailor-Arts & craft	Secondary	031687424
15	Ibrahim Balsam	No2 Beach	Surfman	Secondary	078008489
16	David Turay	No2 Beach	Tour guide	Secondary	034041231
17	Abdul Kamara	No2 Beach	Surfman	Secondary	073326123
18	Stella Bell	No2 Beach	Tour guide	Secondary	034814709
19	John Douglas	No2 Beach	Surfman	Secondary	077642979
20	Samuel Williams	No2 Beach-Oslo	Tour guide	Secondary	034422828
21	Alfred Sankoh	No2 Beach	Surfman	Secondary	
22	Victor J. Harding	No2 Beach-Oslo	Tour guide	Secondary	078349941
23	Francis K. Kappa	No2 River-Facia	Accommodation-Manager	Secondary	076347314
24	Noah E.B Thorpe	No2 Oslo	Secretary General	Secondary	078601732
25	Suliaman Kargbo	No2 Johnson Lane	Guest house	Secondary	031247111
26	Ibrahim O Kamara	No2 Oslo	Guest house	Secondary	031878488
27	Yusufu D Dumbuya	No2 Johnson Lane	Finance Officer	Secondary	078690708/034202517
28	Hannah Langley	No2 River-Oslo	Caterer	Secondary	034002776
29	Moses Taylor	No2 River-Johnson Lane	Food & Beverages	Secondary	030826640
30	Francis T. Sandy	No2 River Main Road	Food & Beverages	Secondary	080235284
31	Emma A. Pratt	No2 River-Facia	Waitress	Secondary	031433470
32	Edwina M. Bell	No2 River-Facia	Waitress	Secondary	034846900
33	Abie Bell	No2 River-Facia	Petty Trader		030768611
34	Kadie Macauley	No2 River-Facia	Petty Trader	Secondary	
35	Juliet Goodman Koroma	No2 River-Facia	Petty Trader	Primary	

No	Name	Community	Designation	Qualification	Tel
Bathurst Community					
1	Jane Palmer	Bureh Town	Hotel/Accommodation-House Keeping		077956385
2	Mohamed A Dumbuya	Bureh Town	Environment		030722484
3	Shaka Sesay	Bureh Town	Farmer / Ground nut		
4	Abubakarr Kamara Timaya	Bureh Town	Hotel/Accommodation-House Keeping		033793518
5	Yusef Turay	Bureh Town	Environment/ Beach cleaner		
6	Salamatu Kargbo	Bureh Town	Cultural Tourism & Performing Art/ Entertainer		
7	Daniel King	Bureh Town	Cultural Tourism & Performing Art/ Entertainer		
8	Adam says Bangura	Bureh Town	Cultural Tourism & Performing Art/ Entertainer		
9	Fatmata Koroma	Bureh Town	Cultural Tourism & Performing Art/ Entertainer		099309748
10	Marian Tucker	Bureh Town	Cultural Tourism & Performing Art/ Entertainer		099270246
11	Susan Walker	Bureh Town	FOOD & BEVERAGES		099 807588
12	Foday S Kanu	Bureh Town	ARTS & CRAFT		099 270246
13	Fatmata Kamara	Bureh Town	Food & Beverages		033319381
14	Adamma Bangura	Bureh Town	Business Woman/ Fish seller		088759095
15	Alusine Kamara	Bureh Town	Business Man/ coconut, jelly man		030451564
16	Tommy Davies	Bureh Town	Arts & Crafts, Tour Guide		074011832
17	Samuel Small	Bureh Town	Excursionist, Boat owner		077983450
18	Samuel King	Bureh Town	Excursionist, fisherman		
19	Alimamy Kamara	Bureh Town	Boat Transport, fisherman		072002791
20	Esther Kenneh	Bureh Town	Caterer & Waitress		080902301
21	John Johnson	Bureh Town	Boat Transport/ fisherman		080427655
22	Lantin Refuel	Bureh Town	Chef at Lumumba Garden		099482886
23	Rugiatu Bangura	Bureh Town	Harbour Miss		088978846
24	Tejan Shyllon	Bureh Town	Vegetable farmer		088498536
25	William Pratt	Bureh Town	Local Tour Guides		088240692
26	Musu Cole	Bureh Town	Local Tour Guides		030629322
27	Mohamed Bangura	Bureh Town	Surfing instructor/ Manager @Robinson resort		073176004
28	Joseph Pratt	Bureh Town	Food & Beverages /Bartender		
29	Bundu Sesay	Bureh Town	Food & Beverages/ chef@ Robinson resort		

No	Name	Community	Designation	Qualification	Tel
Bathurst Community					
30	Sheriff Palmer	Bureh Town	Food & Beverages / Chef		
31	Georgiana Kamara	Bureh Town	Housekeeping @ Saul Resort		
32	Elizabeth Benga	Bureh Town	Nurse		
33	Fanny Douglas	Bureh Town	Food Business women & Waitress		
34	Mohamed J Caulker	Bureh Town	Transportation/ Driver		074481520
35	Abdulai Bangura	Bureh Town	Transportation/ driver		077285552
36	Ibrahim Konneh	Bureh Town	Transportation/ bike rider		077669731
37	Charles Samba	Bureh Town	Surfing instructor/ Waiter		030044968
38	Donald Macauley	Bureh Town	Manager surf club/ Tour Guide		072601788
39	Mohamed Koroma	Bureh Town	Surfing instructor/ Life Guard		077281778
40	Kadiatu Kamara	Bureh Town	Surfing		030258597
41	Kabba Kamara	Bureh Town	Surfing instructor/ surfer		030164034
42	Abioseh Pratt	Bureh Town	Surfing instructor/ Marketer		030177480
43	Kabba Kamara	Bureh Town	Housekeeping/ Waiter		
1	Michael Bakarr	Leicester Peak	B-Matt Apartments		079806000
2	Ernestina Phny	Leicester Peak	Winvic Enterprise Restaurant		078278191
3	Francis Mafinda	Leicester Peak	Peak Energy Bar and Relaxation		078429888
4	Jespy Thoronka	Leicester Peak	Ya Yea Cuisine Food and Drinks		079356727
5	Albert Williams	Leicester Peak	One Bar & Restaurant		
6	Horton James	Leicester Peak	Headman		075156777
7	Mustapha Musa	Leicester Peak	Skye Junction Bike Park		033851905
8	Idrissa Kargbo	Leicester Peak	Imatt Bike Park		076978247
9	Alhaji Dalia Steven	Leicester Peak	Guma Gate Bike Park		079664152
10	Kabba Samura	Leicester Peak	Regent Bike Park		076978247
11	Manson Park	Leicester Peak	Manson Bike Park		088325988
12	Mrs kanu	Leicester Peak	Amie Kanu Enterprise		088355706
13	Mr William Smith	Leicester Peak	Willisa Plaza		078195594
14	John Power Kanu	Leicester Peak	Jays Bar Enterprise		

No	Name	Community	Designation	Qualification	Tel
Bathurst Community					
15	Sulaiman Jalloh	Leicester Peak	Stafford lodge		076813113
16	Emilia Kanu	Leicester Peak	Sierra Guest house		
17	Mr Khalid	Leicester Peak	SS Take One Away Restaurant		076919133
18	Odman Momoh	Leicester Peak	Sol-Tivah		075500500
19	Francis Kamara	Leicester Peak	Kings Bakery		
20	David Maroun	Leicester Peak	City Coffee Shop and Restaurant		077669669
21	Zechariah Kanneh	Leicester Peak	councillor		078171992
22	Abdul Salaam	Leicester Peak	Youth Leader		
23	Regina Amara	Leicester Peak	Women Representative		079454535
24	Petrina Temple	Leicester Peak	Mami Queen		
25	Mr Edward During	Leicester Peak	Gardener		

N/S	CATEGORY	AGE	Location	GENDER	CONTACT
A (NO. 1)	City COUNCIL [LOCAL COUNCIL (BMC)]				
1	John L. Swaray	47	Bonthe	M	076 767589
2	Simpson Musa	42	Bonthe	M	76964159
3	Sylvester A. Dagima	33	Bonthe	M	78289652
4	Deborah A. Finnoh	40	Bonthe	F	76318867
5	Ibrahim F. Bah	40	Bonthe	M	76634536
B (NO. 2)	TRANSPORT AGENT	AGE	Bonthe	GENDER/SEX	CONTACT
1	Mohamed John	43	Bonthe	M	76268027
2	Vandi Koroma	45	Bonthe	M	76836557
3	Brima Gassimu	40	Bonthe	M	76911201
4	Morie Fofanah	35	Bonthe	M	78746311
5	Mustapha Sesay	32	Bonthe	M	99323640
C (NO.3)	ACCOMMODATION	AGE	Bonthe	GENDER/SEX	CONTACT
1	Christiana Jengei	45	Bonthe	F	76994166
2	Affossi Koussi	47	Bonthe	F	076 571911
3	Constance Jengei	39	Bonthe	F	76535853
4	Fatmata M. Farma	35	Bonthe	F	76259817
5	Nada Nehme	40	Bonthe	F	76869763
D (No.4)	CATERING	AGE	Bonthe	GENDER/SEX	CONTACT

1	Iye Bendu	40	Bonthe	F	78689307
2	Aminata Tarawallie	43	Bonthe	F	78288722
3	Sallay Parsons	37	Bonthe	F	076 924581
4	Nancy Foday	34	Bonthe	F	73328925
5	Zainab sheriff	29	Bonthe	F	79046814
E (No .5)	LEISURE SERVICE PROVIDERS	AG E	Bonthe	GENDER/SE X	CONTACT
1	Foday T. Kamara	40	Bonthe	M	76977496
2	Abdul Sulaiman	39	Bonthe	M	32126626
3	Hannah Kamara	29	Bonthe	F	74345866
4	Theresa Blake	23	Bonthe	F	76910306
5	Agnes B. Kamara	23	Bonthe	F	76562162
6	Agnes Gbakie	38	Bonthe	F	78485592
7	Lukiatu Kpana	28	Bonthe	F	-----
8	Patricia Kona Williams	30	Bonthe	F	99757744
9	Martha Charlie	40	Bonthe	F	-----
10	Marie Fortune	26	Bonthe	F	789652
No 6.	LOCAL CRAFT AND RELATED TOURISM SERVICES.	AG E	Bonthe	GENDER/SE X	CONTACT
1	Francis Ganda (Senior)	47	Bonthe	M	78694000
2	Emmanuel Earma	38	Bonthe	M	79793228
3	Mabel Moigua	36	Bonthe	F	75989818
4	Massah Murana	28	Bonthe	F	79764112
5	Satta Brewa	31	Bonthe	F	75052472
F (No.7)	SPECIAL SERVICE PROVIDERS:	AG E	Bonthe	GENDER/SE X	CONTACT
1	Mohamed Tejan	40	Bonthe	M	76973783
2	Lahai Johnson	37	Bonthe	M	74279533
3	Lucinda Tucker	45	Bonthe	F	76970770
4	Nancy Tibbie	48	Bonthe	F	76484995
5	Susan Gbangba	40	Bonthe	F	76331811

Appendix 3: Community Based Tourism Governance Committees Established for five tourism sites.

Site Name	Roles	Executive Committee membership	Community Based Tourism Committee Membership
River No. 2 Beach	Chairman	Alie Kamara	Alie Kamara: Chief of C.B.T management Committee.
	Deputy Chair Lady	Mrs. Juliana Osborne	Noah E. B Thorpe: Vice-Chief of C. B. T
	Secretary	Noah E. B. Thorpe	
	P. R. O	Blessed E. A. Bell	
	Organising Secretary	Idrissa Bahai	
	Musa Bangura	Advicer-One	
	Joseph G. Kamara	Advicer-Two	
	General Members	Simbo M. Y. Dumbuya, Thomas Shyllon, Ibrahim Yamoh, Cherenor Jalloh, Ibrahim Turay, Sylvia Yayah Turay, Hannah Bell, Rosaline King, Alpha Idriss Bangura, Julieta Bradshaw, Ibrahim Fofarnah, Moseray Daramy, Sulamam Kargbo, Kamara Mohamed Kiss, Henry Moseray, Emmanuel Conteh, Abdul Mark Simbo, Samuel M. Williams, Sarah Bell, Mamie Swaray, Kadiatu L. Mansaray, Mabel Macauley, Abibatu Kamara, Baby Sangarie, Yusufu O. Dumbuya, Elizabeth Jalloh, Emma Pratt, Marian Mansaray, Abie Bell, Stella Bell, Sallie Martin, Edwina Bell	Yusufu O. Dumbuya: Account and cashier Blessed E. A. Bell: Tour Guide and productive Development. YAYAH S. Turay: Tour Transportation Sulaiman Kargbo: Security and patrol Alpha Bangura: cleaning and solid waste management Mrs. JULIANA Osborne: shops, retail and vendor services management Simbo M.Y. Dumbuya: Parking and Traffic management Emmanuel Conteh: Ticket service Baby Anne Sangarie: Commune Representative
Bonthe Island Community Based Tourism committee membership	Chairman	Patrick Kamara	
	Chair Lady	Aminata Foday	
	Vice Chairman	Francis. E Ganda	
	Vice Chairlady	Deborah A. Fintah	
	Secretary	Rev. Samuel Palmer	
	Asist. Secretary	Abu Sei	
	Heads of committees.	Mohamed Sheku - social Isatu Bendu - procurement. Theresa Blake - Tour Guide. Fatmata Sesay - Works. Thomas Lahai - Finance.	
	Executive Members	Lucinda Stevens, Kadiatu Bangura, Nancy Tibbie, Mohamed John, Lombeh Ansumana, Isatu Beliwa, Agnes Gbakie, Zainab. Sheriff, Margaret Kainesie, Mad or a. L. Koroma, Rose Mansaray, Margaret Macfoir,	Lucinda Stevens, Kadiatu Bangura, Nancy Tibbie, Mohamed John, Lombeh Ansumana, Isatu Beliwa, Agnes Gbakie, Zainab. Sheriff, Margaret Kainesie, Mad or a. L. Koroma, Rose Mansaray, Margaret Macfoir, Ngenda

		Ngenda Challey, Martha Challey, Patricia Williams, Nancy Foday, Karim Rashid, Tiangay Sannoh, Isha Koroma, Candi. B. Koroma, Helen Garrick, Emanuel Farma, Massah Muranah, Sediatu Bannah, Lansana Kamara, Foday. T. Kamara, Nada Nehme, Georgina Palmer, Brima Leigh, Lahai Johnson, Abu. Bakarr Marsh, Fatmata Sesay, Kama Lewis, Sampha Lewis. Mohamed Conteh	Challey, Martha Challey, Patricia Williams, Nancy Foday, Karim Rashid, Tiangay Sannoh, Isha Koroma, Candi. B. Koroma, Helen Garrick, Emanuel Farma, Massah Muranah, Sediatu Bannah, Lansana Kamara, Foday. T. Kamara, Nada Nehme, Georgina Palmer, Brima Leigh, Lahai Johnson, Abu. Bakarr Marsh, Fatmata Sesay, Kama Lewis, Sampha Lewis. Mohamed Conteh
Bureh Beach Community	Chairman	Mohammed Koroma	
	Vice Chairman	Donald A Macauley	
	Accountant	Elizabeth Benga	
	Tour Guide	Steve A Pratt	
	Security Officer	Sheriff Palmer	
	Office Cleaning	Ibrahim Kamara	
	Hotel Manager	Daniel Kamara	
	Tour Management	Abubakar Kamara	
	Traffic Management	Mohamed Dumbuya	
	Ticket Service	William Pratt	
Committee Members	Mr. Prince William		
Bathurst Community	Headman/Chairperson	Theophilus Johnson	
	Deputy Chairperson	Rebecca Woodie	
	Secretary	George Blango	
	Organizing Secretary	Magnus Karter	
	Women's Rep.	Theresa Kargbo	
	Youth Rep	Alex Samu	
	Treasurer	Memuna Jalloh	
	Adviser I	Rebecca Macauley	
	Adviser II	Abu Sam-King	
	Transport Rep	Abdul Joseph Lombie	
	PRO	Dugba Sesay	
	MEMBERS	12. Mustapha Kpanga 13. Helen Browne 14. Melvina Johnson 15. Sheku Manneh 16. Lansana Lukulay 17. Mohamed Fofanah 18. Safiatu Kamara 19. Yainkain Babao 20. Rhoda Bangura 21. Francis Kamara 22. Michael Conteh 23. Emmanuel Sam 24. Claudius Thomas 25. Alie Bangura 26. Thomas Joe Lansana	12. Mustapha Kpanga 13. Helen Browne 14. Melvina Johnson 15. Sheku Manneh 16. Lansana Lukulay 17. Mohamed Fofanah 18. Safiatu Kamara 19. Yainkain Babao 20. Rhoda Bangura 21. Francis Kamara 22. Michael Conteh 23. Emmanuel Sam 24. Claudius Thomas 25. Alie Bangura 26. Thomas Joe Lansana

		27. Claudius Musa 28. Victoria Coker 29. Mary Williams 30. Alhaji Marrah 31. Holima Punga 32. Francess Browne 33. Juliana M. Thomas 34. Margaret Thomas 35. George John Sam 36. Mohamed Jalloh	27. Claudius Musa 28. Victoria Coker 29. Mary Williams 30. Alhaji Marrah 31. Holima Punga 32. Francess Browne 33. Juliana M. Thomas 34. Margaret Thomas 35. George John Sam 36. Mohamed Jalloh
Leicester Peak.	Chairman	William Smith.	Chief- William Smith.
	Vice Chairman	Austin Lewis.	Vice Chief- Austine Lewis.
	Secretary	Regina Amara	Horton James. Margaret Kargbo. Mrs Labiyi Doreen. Mr Zechariah Kanneh.
	Assistant Secretary	Abdul Salam Abdala	Account Committee. Julliet During. Kemah Bah, William Smith.
	Treasurer	Julliet During	Tour Guide and Production Development. Zechariah Kanneh. Mary Kargbo. Joyce Deen. Nancy Gbuka.
	Financial Secretary	Kemah Bah	Tour Transportation. Joe Tengbeh. Mustapha .
	Public Relation Officer (P.R.O)	Jespe Thoronka Hannah James	Security and Patrol. Jespy Thoronka, . S.V.
	Social and organizing. Secretary	Mary Kargbo Mariatu Lewis	Cleaning and solid waste - Mr. Moses Philips.
	Youth Representative	Abdul Salam Abdala	Shop, retail, vendor service. Christiana During. Fatu Amara, Isatu Kamara, Mariatu Lewis, Kaday Thoronka, Agnes Bayo
	Women's Leader	Petrina Davies	Health service. Esther M. Conteh, Cynthia Davies, David Koroma.
	Religious Rep	Pastor Christian During.	Parking and Traffic Management, Abdul Salam Abdala, Cecilia John.
			Ticket Service. Hannah James, Janet Kallon. Christiana Conteh, Isha Kamara, Alimamy Mansaray.
			Community Rep. Horton James, Rep. Thoronka Drive.
		Youth Rep - Abdul Salam Abdala.	

